



# Placer County Regions

## Business Retention & Expansion Program

Sponsored by Placer County Economic Development Board  
September 2021





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## Executive Summary

### **It has been said, your best customers are the customers you already have!**

It is in this spirit the Placer County Regions Business Retention & Expansion Program (PCRBRE Program) was developed. Various municipalities and organizations throughout Placer County have undertaken BRE efforts, but a countywide effort such as this Program has not been previously considered.

Placer County is home to more than 400,000 residents and over 13,000 businesses. The County is diverse in terms of its geography, a geography that creates regions within the County, and offers contrast by way of business and industry sectors, and general demographic makeup. Therefore, this program uses the three regions of South Placer (Valley), Foothills, and East Placer (Tahoe) to help focus on the unique qualities that makeup and drive business within each region.

The primary goals of the program are A) Assist and promote growth of existing businesses and industries by providing meaningful information and support. B) Track trends that help improve strategies to strengthen businesses, industry sectors, linkages and supply chains. C) Enhance Placer's countywide network of resources and organizations to further engage Private-Public Partnerships, with the support and sponsorship of the Placer County Economic Development Board.

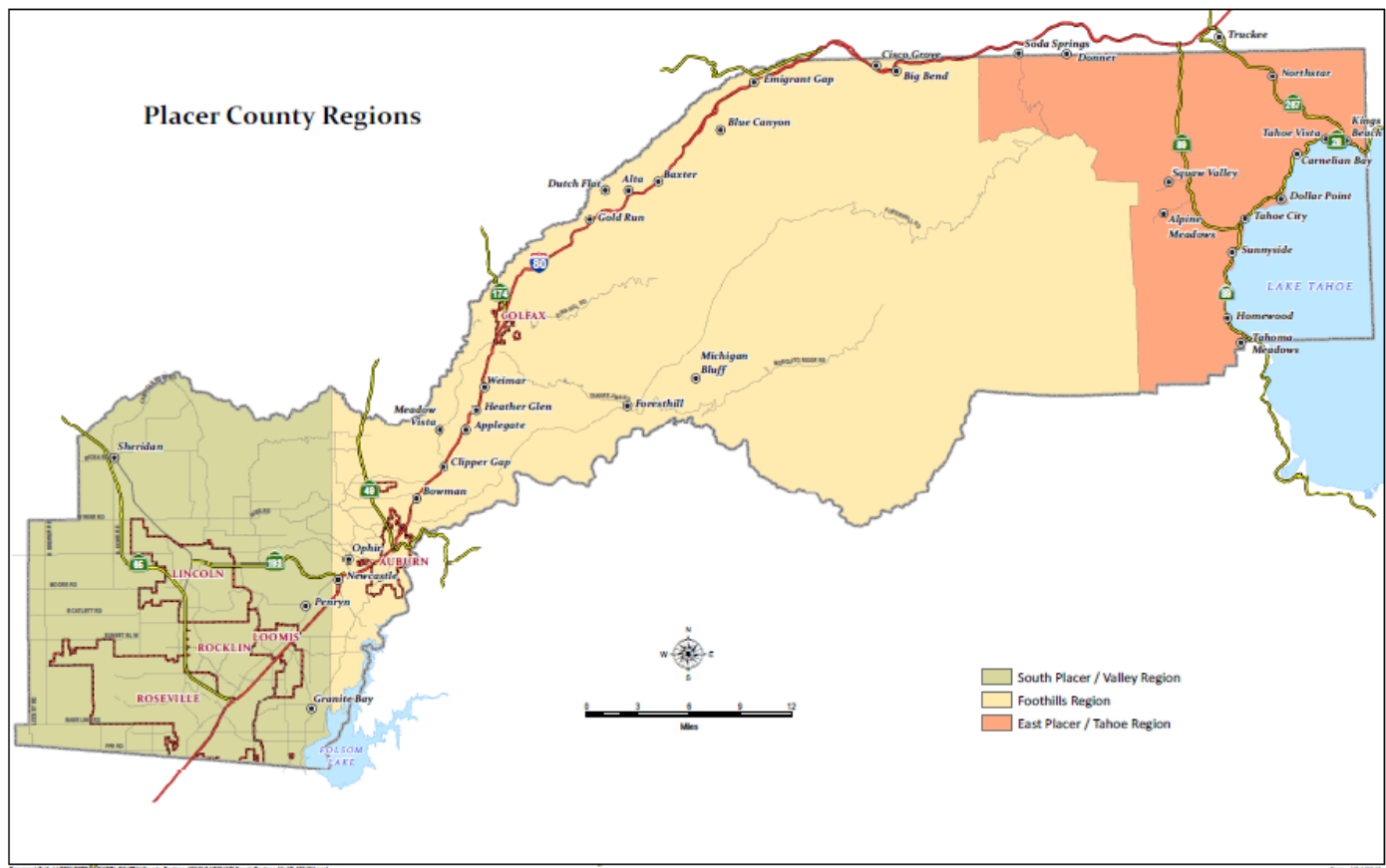
The PCRBRE Program is a Placer County regions collaborative effort, including all six cities/town, county, chambers, business associations, business/industry organizations, non-profit organizations, educational institutions, and businesses/industries of various types and size. The Placer County Economic Development (EcD) Board with its industry, education, non-profit, and elected leadership representation, is uniquely qualified to sponsor the Program.

The Program is intended to be a roadmap, with flexibility to adapt and change according to stakeholder input, region needs, combined region's needs, and economic influences (Covid-19 being the most recent example). See Exhibit A for a one-page summary of the Program.

## Program Outline

The Program uses the Employment Profile Reports by region, prepared by Beacon Economics. These reports utilize confidential employer information from the State of California Employment Development Department (EDD). Additionally, Placer County GDP data provided by Beacon Economics in 2020 is also used as a supplemental data source.

Each of the regions (South Placer/Valley, Foothills, and East Placer/Tahoe) have a designated stakeholder team consisting of representatives from the economic development offices, cities/town, chambers of commerce, tourism organizations, and business organizations, engaged throughout the process.



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The Program consists of a 5-part process, with each region implementing the same format and tasks. Placer County Economic Development Office staff, as the liaison to the Placer County EcD Board, will maintain and update Program processes and implementation as required and approved by the EcD Board. Region teams are responsible to participate and support county staff and help ensure the business community participates with surveys and one-on-one meetings when appropriate.

➤ Roles & Responsibilities

- Placer County Economic Development Board sponsors Program
  - Advises and sets Program direction
  - Participates in one-on-one meetings with businesses as needed
- County staff leads implementation of Program
- Region teams support and participate, and assist in engaging local business community

➤ Success Measurements

- Measurable Outcomes
  - Increased
    - Employment, Wages, Capital Expenditures, Tax Base
    - New businesses/industries that strengthen the business community ecosystem/linkages
  - Businesses/Jobs saved
- Business and Industry satisfaction with increased networking and communication with Placer County Economic Development Board and Region teams

➤ Program Cycle

- Placer County EcD Board will review and discuss Program status and needs annually, preferably in its first calendar year meeting
- Placer County EcD staff will organize Region team meetings annually, preferably after getting direction from the EcD Board and County staff, and on-going as needed

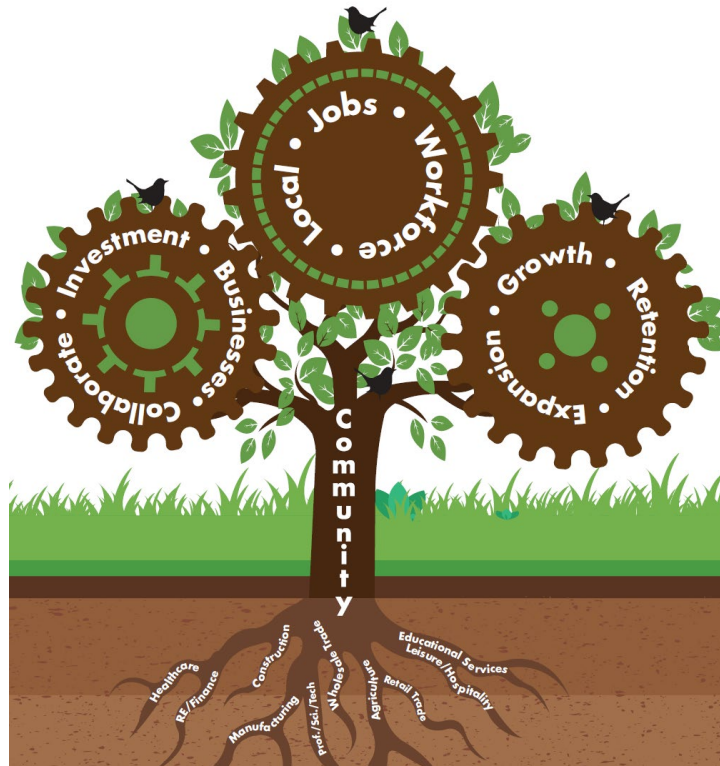
- Since the Program is a first of its kind and being adopted in September of 2021, it is anticipated the next full-scale surveys will not take place again until 2023

Below is a list of industries identified in the Beacon Economics Employment Profile Reports that revealed location quotients equal to or greater than 1, meaning their concentrations were similar to or above California averages. Additionally, industries have been included due to their contribution to Placer County GDP.

## Beacon Reports – Industry Targets by Sub-region:

*(Location Quotient  $\geq 1.0$  SV = South Placer/Valley, F = Foothills, ET = East Placer/Tahoe)*

<input type="checkbox"/> Health Care	SV (1.2 LQ) F (1.2 LQ)
<input type="checkbox"/> Financial Services/RE	SV (1.8 LQ) F (1.0 LQ) ET (1.0 LQ)
<input type="checkbox"/> Leisure and Hospitality	SV (1.0 LQ) F (1.0 LQ) ET (4.2 LQ)
<input type="checkbox"/> Construction	SV (2.0 LQ) F (1.0 LQ) ET (1.6 LQ)
<input type="checkbox"/> Retail Trade	SV (1.5 LQ) F (1.3 LQ)
<input type="checkbox"/> Educational Services	Impacts to GDP
<input type="checkbox"/> Prof./Sci./Tech	Impacts to GDP
<input type="checkbox"/> Wholesale Trade	Impacts to GDP
<input type="checkbox"/> Manufacturing	SV has experienced recent gains
<input type="checkbox"/> Agriculture	SV and F have emerging AG tourism activity



## Program Parts

The following process parts summarize the first ever PCRBRE Program culminating in 2021, and the Program steps to be used going forward or until such time the Placer County Economic Development Board chooses to make changes to the Program.

### Part 1 – Evaluate:

- Ensure Program overlap with other efforts is minimized
  - Current Business Retention & Expansion efforts by Cities/Town, Chambers, Business Associations, Business/Industry Organizations
  - Understand processes that were used, and businesses targeted
  - Compare findings/outcomes
- PCRBRE Program Tools and Monitoring
  - Data (EDD/Beacon Reports)
  - Economic climate/forecasts
  - New businesses/industries to Placer County (Why Placer?)

- 
- Businesses/industries that have -
    - Moved (Why?)
    - Grown
    - At risk (How can we help)
  - Coordinate with and augment other organizations work
    - Economic Development Organizations (e.g. – Cities/Town, Chambers, Business/Industry Organizations, GSEC, Valley Vision, Placer Business Alliance)
    - Work Force Boards
    - Non-profit Organizations
  - Value Add
    - Identify tasks/events that the Program can -
      - Emphasize regions strengths
      - Explore regions weaknesses and discuss potential solutions
      - Consider regions needs and potential solutions
      - Enhance likelihood of long-term business success (networking, programs, other)
  - Maintain current and complete business lists
  - Review Incentives/Assistance
    - What's in Place Now
      - Incentive Programs (e.g. – North Lake Tahoe Incentive Program)
      - Training/Technical Assistance (e.g. – Placer BRC)
      - Market Intelligence (e.g. – LoopLink, ESRI, CoStar)
    - Project Permitting Assistance
      - Open Counter
      - Fast-track Permitting
      - Placer BRC
    - Grants/Deferrals/Other as appropriate
  - Leverage Promotion of Regions, Combined Placer Regions, and Businesses/Industries



- 
- City/Town & County Websites, Other (GSEC, Valley Vision, Placer Business Alliance)
    - Who's here
    - Who's growing
    - Why grow here (e.g. – Choose Placer, Placer Made)
  - Networking and messaging collaboratively (workforce, promotional)
    - Regions, Combined Placer Regions

## **Part 2 – Engage:**

- Steps for engaging Businesses/Industries
  - Managed by region teams
    - Businesses/Industry lists
  - Business Visits where appropriate
    - Personal visits in cases appropriate and/or desired
    - Ensure awareness of assistance/programs in place
    - Discuss needs/SWOT
    - Synergies – present/needed (e.g. – Supply Chain linkages)
    - “Your Ideas”
  - Connect to resources/Partners (e.g. – WF Boards, Trade Org.'s, Business Org.'s, Non-profits, BRC, SBDC)
  - Interest in Business Roundtables/Forums/Focus Groups
- Job Fairs (e.g. – BAN)
- Business/Industry networks

## **Part 3 – Survey:**

On every other year basis, initiate a robust business survey via an on-line platform (Survey Monkey), assisted by region teams to ensure business participation. See Exhibit B for a copy of the 2021 survey.

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## **Part 4 – Analyze:**

Survey results will be shared with region teams. The Placer County Economic Development Advisory Team will assist Placer County staff in analyzing survey results for meaningful analysis, subsequent reporting, and future EcD Board action. See Exhibit C for a copy of the 2021 survey results and analysis.

## **Part 5 – Report:**

A report will be developed, showing both region and countywide findings. Where possible, survey results will also show industry specific findings. The report will focus on weaknesses needing further attention and strengths that may be leveraged to further strengthen industry specific sectors and countywide economic development generally. In the event business visits are incorporated in Step 2, that information will also be reported for additional context.

This Program enables County/City-Town leadership and representatives, the Economic Development Board, the Offices of Economic Development, Chambers, Business Organizations, Non-profits, and other stakeholders to better understand the County economy at a region level. It provides information and data to make better informed decisions about the future of the County and its regions, with focus on business retention and expansion to ensure the future vitality and resiliency of the Placer County regions economy. This will better position the County and partners to attract new business and industry as well.

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## **APPENDICES**

*Documents and Outcomes for the PCRBRE 2021 Project*



# **EXHIBIT A**

## **Program Outline**





# Business Retention & Expansion

## Supporting Growth of Placer County Businesses

### Why a BR&E Program Now:

BR&E is about building business ecosystems that thrive and enhance resiliency. 2020 has been an unprecedented shock to local, state, national and world economies. This program is a first of its kind and intended to build a focused Placer county-wide collaborative network whereby data is developed and shared to better understand, predict and forecast business conditions, challenges, successes and opportunities. This will then be leveraged with Placer's outstanding industry, education, non-profit and business organizations to support and assist businesses of all sizes in their quest to grow and prosper in Placer County.

### Foundational Goals of the Program:

- Assist and promote growth by providing meaningful information to help businesses decision making
- Utilize the information to track trends for developing and implementing strategies that strengthen businesses, industry sectors, and the business linkages and supply chains
- Further develop Placer's network of resources and organizations to further engage Private-Public Partnerships, supported by the Placer County Economic Development Board

### Primary Parts of the Program

1

#### Evaluate

past/present/future BR&E work by cities and business organizations.

4

#### Analyze

survey results.

2

#### Engage

program partners county-wide.

5

#### Report

findings.

3

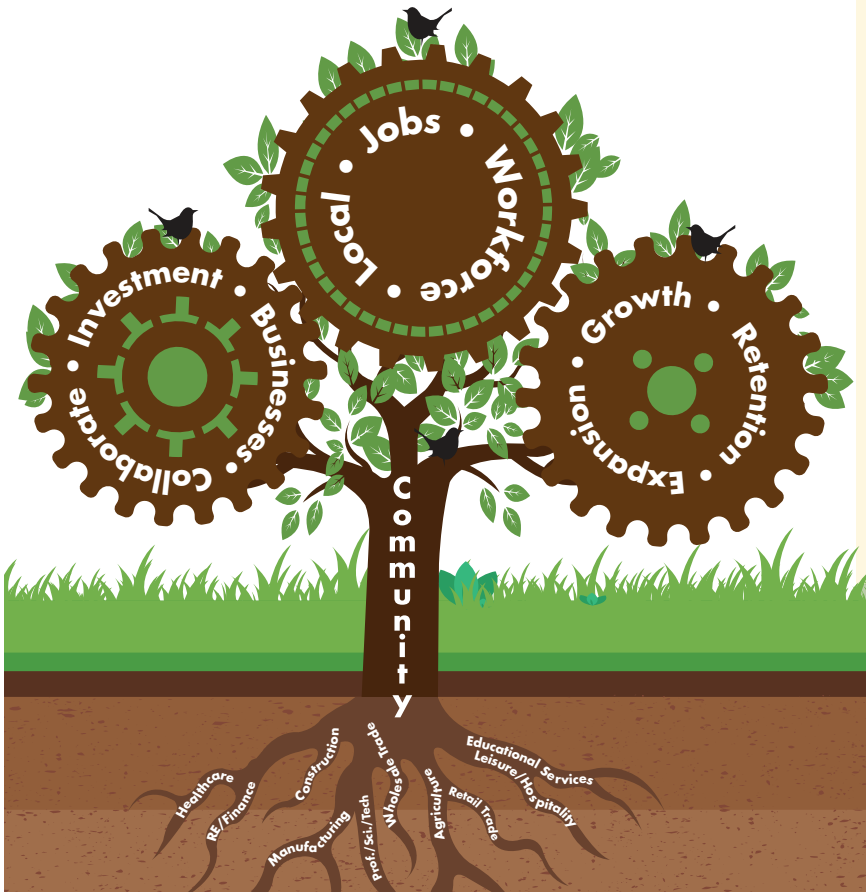
#### Survey

businesses and organizations.

6

#### Adopt

Economic Development Board adopt program and procedures for on-going BR&E work in Placer County.



A Placer County Regions Program, including all cities, chambers, and business organizations. Sponsored by the Placer County Economic Development Board.



Questions? Call the Placer County Office of Economic Development 530-889-4084





# **EXHIBIT B**

## **2021 BRE Survey Questions**



## Q1 Please enter your contact information

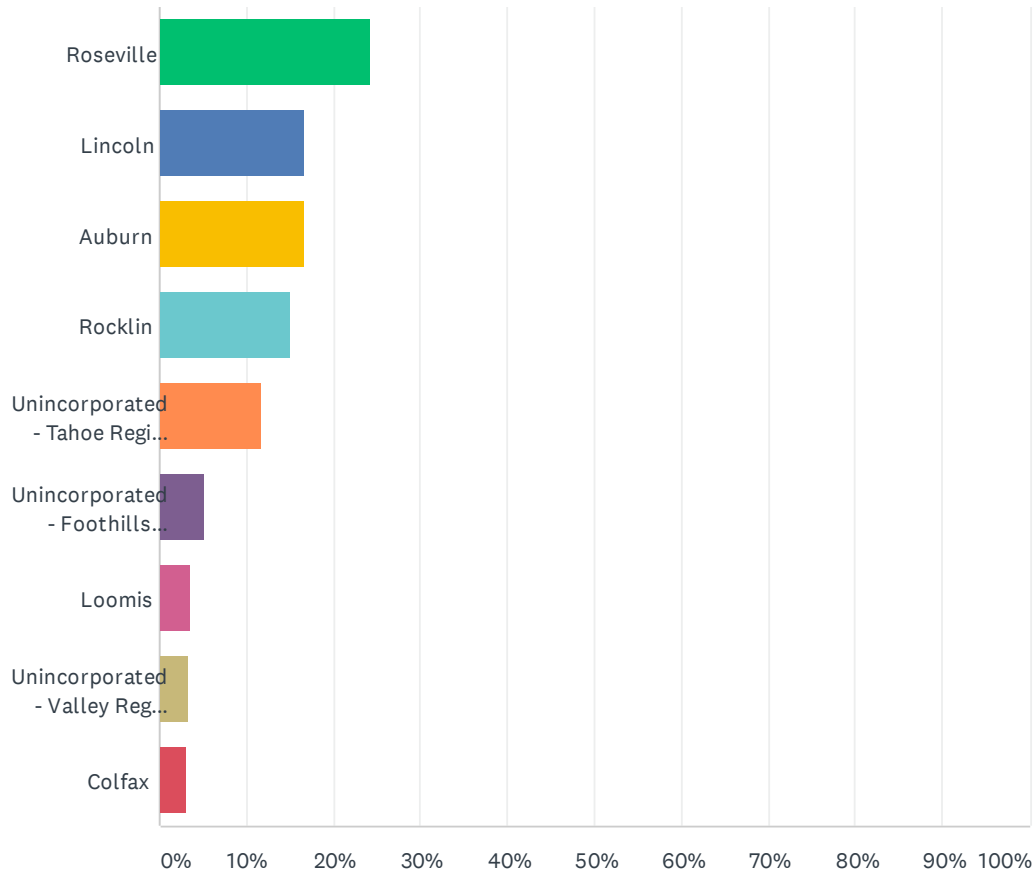
Answered: 746   Skipped: 19

ANSWER CHOICES	RESPONSES	
Name	100.00%	746
Name of Business	99.06%	739
Title	92.36%	689
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	99.60%	743
Phone Number	98.39%	734

**Q2 In which city/town is your business located? If your business is not located within a city/town's limit, please check the applicable region in unincorporated Placer County.**

Answered: 714   Skipped: 51

## Placer County Regions Business Retention & Expansion Survey 2021

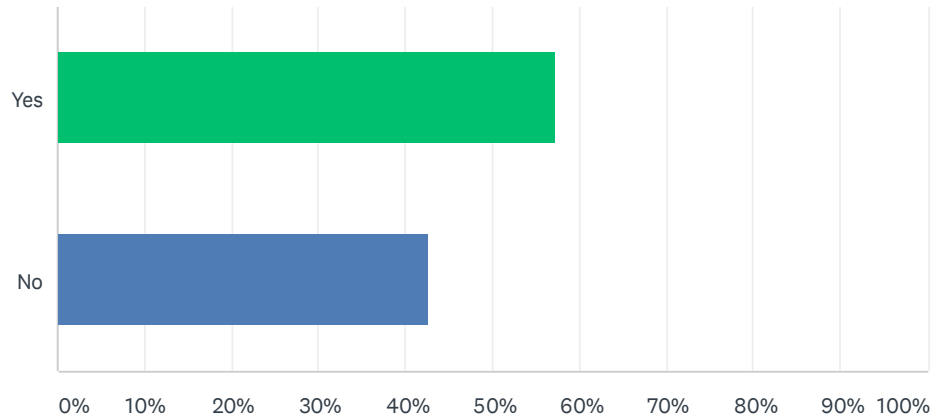


ANSWER CHOICES	RESPONSES	
Roseville	24.37%	174
Lincoln	16.81%	120
Auburn	16.67%	119
Rocklin	15.13%	108
Unincorporated - Tahoe Region (Soda Springs to the Lake)	11.76%	84
Unincorporated - Foothills Region (Newcastle to Cisco Grove/Big Bend)	5.32%	38
Loomis	3.50%	25
Unincorporated - Valley Region (Roseville to Penryn)	3.36%	24
Colfax	3.08%	22
TOTAL		714

## Q3 Did you receive Placer Shares Grant funding?

Answered: 712 Skipped: 53

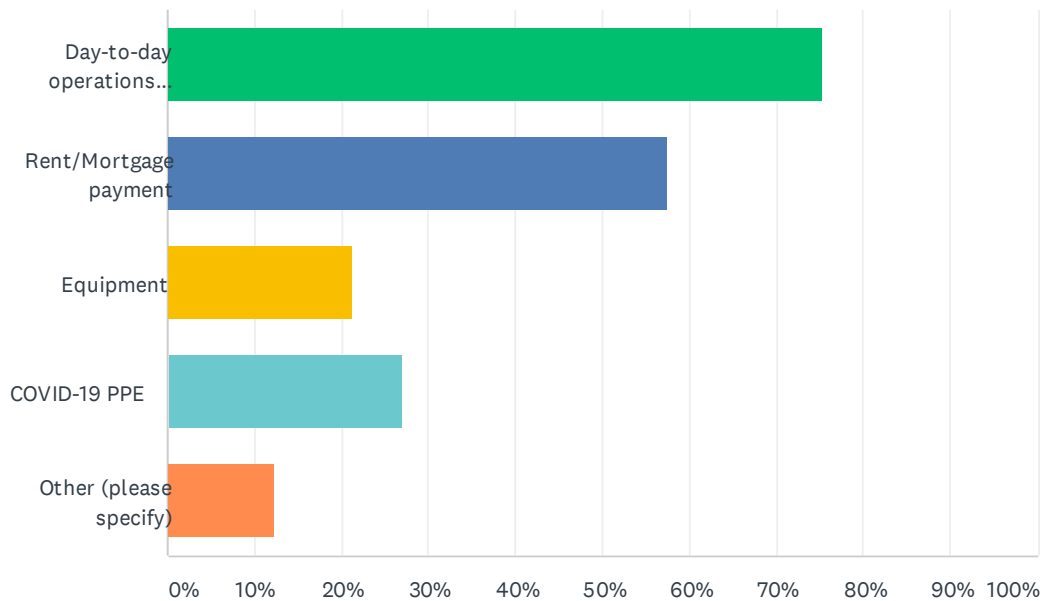
# Placer County Regions Business Retention & Expansion Survey 2021



ANSWER CHOICES	RESPONSES	
Yes	57.30%	408
No	42.70%	304
TOTAL		712

Q4 If you answered yes to question 3 above, how were you able to put these funds to use: (check all that apply)

Answered: 419 Skipped: 346



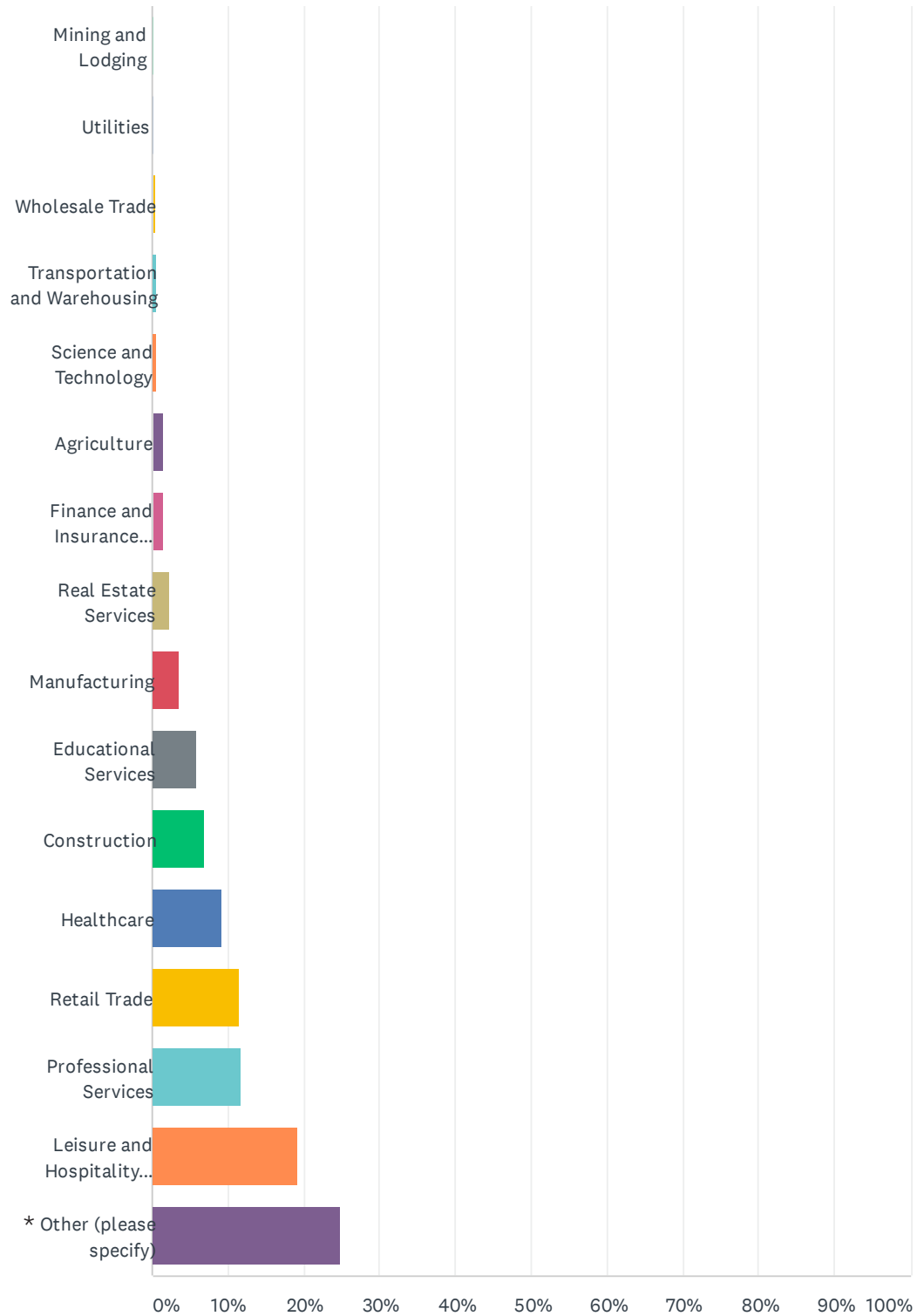
## Placer County Regions Business Retention & Expansion Survey 2021

ANSWER CHOICES	RESPONSES	
Day-to-day operations (staff and salaries)	75.42%	316
Rent/Mortgage payment	57.52%	241
Equipment	21.24%	89
COVID-19 PPE	26.97%	113
Other (please specify)	12.41%	52
Total Respondents: 419		

### Q5 What industry do you most closely associate with?

Answered: 715   Skipped: 50

## Placer County Regions Business Retention & Expansion Survey 2021



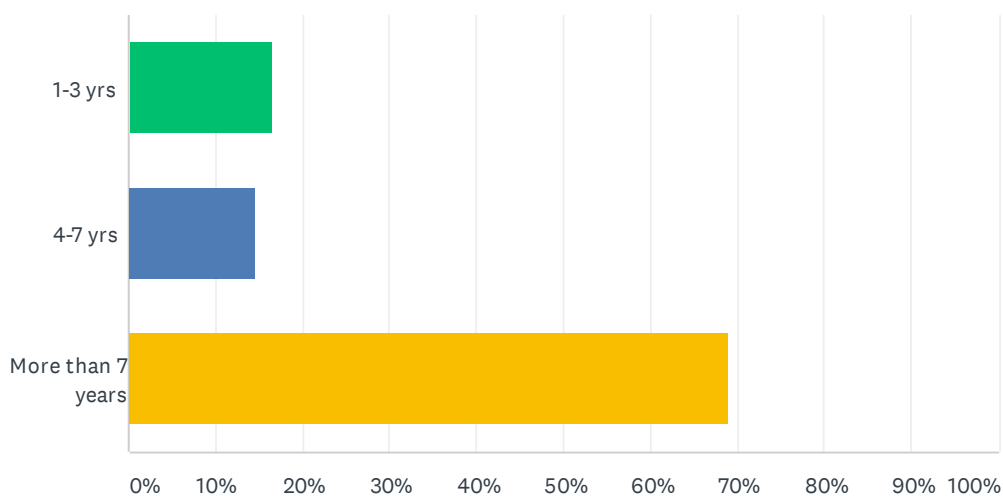
\*Other category is comprised of:  
Fitness, Non-profit, Automotive, Cleaning Services, and Entertainment

## Placer County Regions Business Retention & Expansion Survey 2021

ANSWER CHOICES	RESPONSES	
Mining and Lodging	0.14%	1
Utilities	0.28%	2
Wholesale Trade	0.42%	3
Transportation and Warehousing	0.56%	4
Science and Technology	0.56%	4
Agriculture	1.40%	10
Finance and Insurance Services	1.40%	10
Real Estate Services	2.24%	16
Manufacturing	3.50%	25
Educational Services	5.87%	42
Construction	6.99%	50
Healthcare	9.23%	66
Retail Trade	11.47%	82
Professional Services	11.75%	84
Leisure and Hospitality (Includes Lodging and Restaurants)	19.30%	138
Other (please specify)	24.90%	178
TOTAL		715

### Q6 About how many years has your business been in existence?

Answered: 712 Skipped: 53

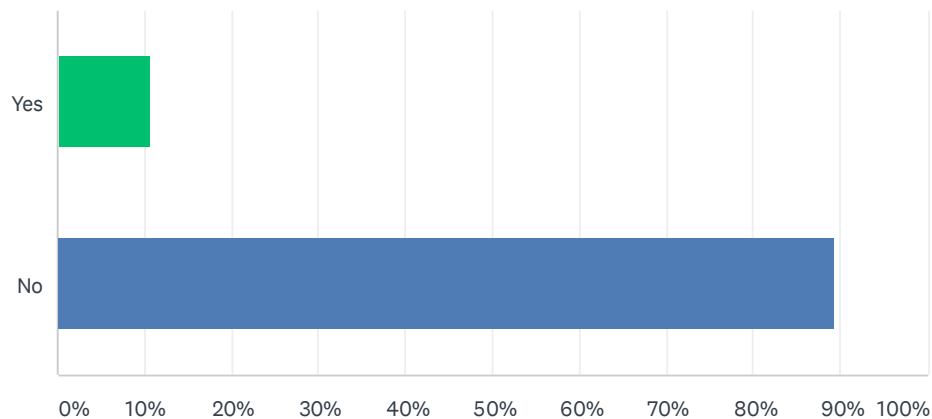




ANSWER CHOICES	RESPONSES	
1-3 yrs	16.43%	117
4-7 yrs	14.61%	104
More than 7 years	68.96%	491
TOTAL		712

## Q7 Did your business move here from another area within the last 10 years?

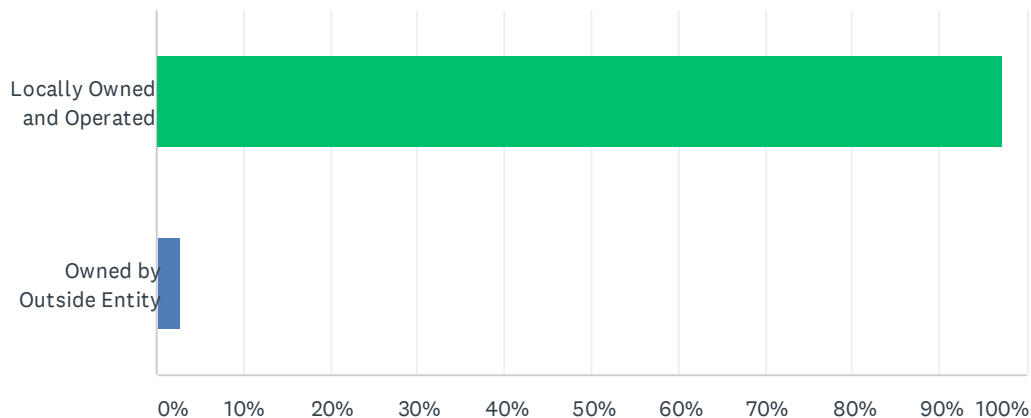
Answered: 715 Skipped: 50



ANSWER CHOICES	RESPONSES	
Yes	10.77%	77
No	89.23%	638
TOTAL		715

## Q8 Is your business locally owned and operated, or is it owned by an entity from outside the area?

Answered: 714 Skipped: 51

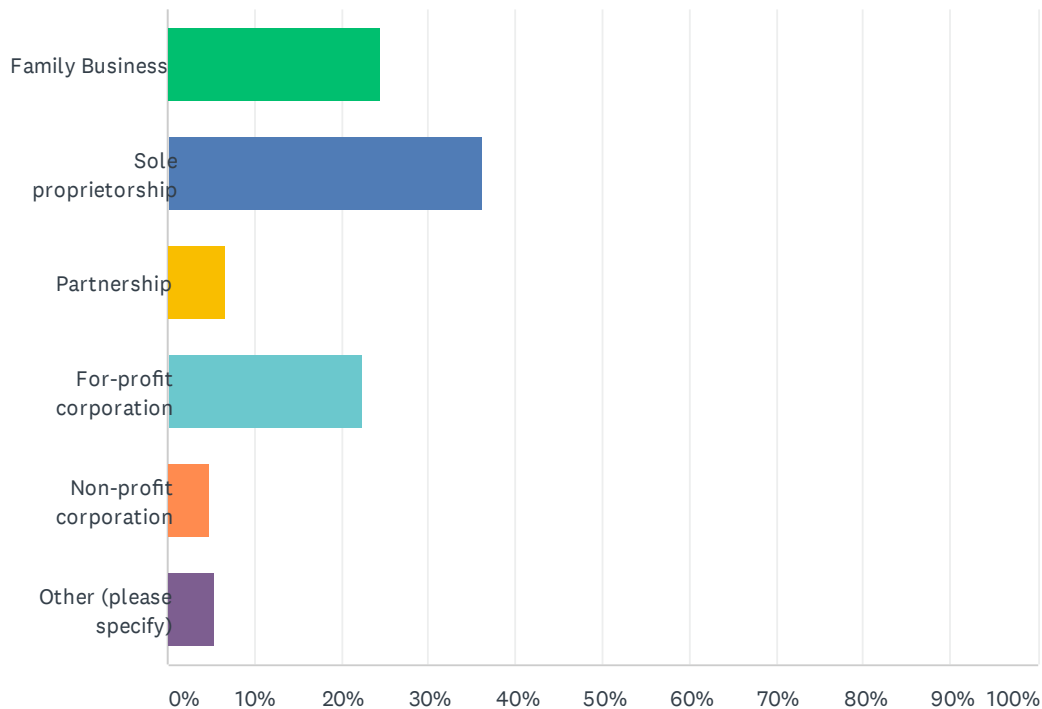


# Placer County Regions Business Retention & Expansion Survey 2021

ANSWER CHOICES	RESPONSES	
Locally Owned and Operated	97.20%	694
Owned by Outside Entity	2.80%	20
TOTAL		714

## Q9 Which of the following best describes your ownership format:

Answered: 712 Skipped: 53

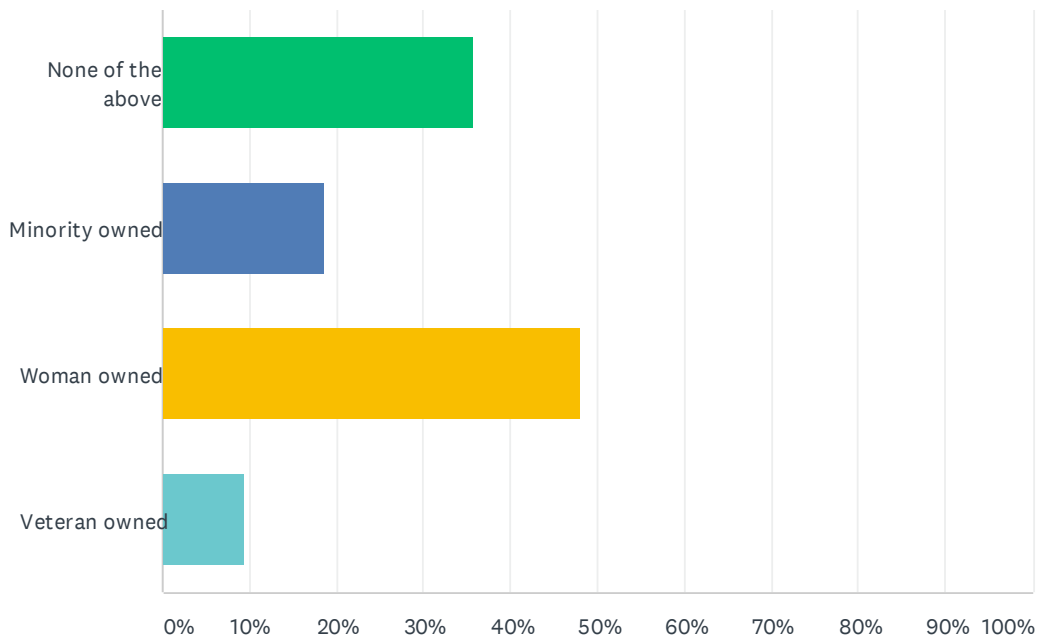


ANSWER CHOICES	RESPONSES	
Family Business	24.58%	175
Sole proprietorship	36.10%	257
Partnership	6.60%	47
For-profit corporation	22.47%	160
Non-profit corporation	4.78%	34
Other (please specify)	5.48%	39
TOTAL		712

## Q10 Is your business? (check all that apply)

Answered: 706 Skipped: 59

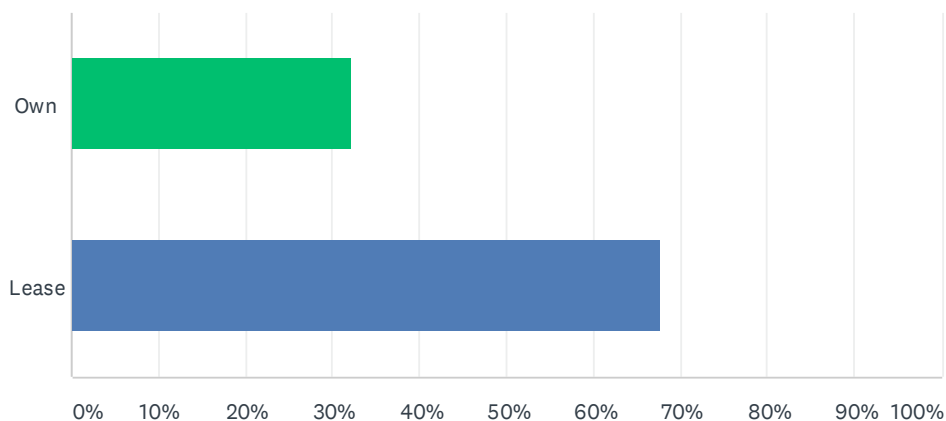
## Placer County Regions Business Retention & Expansion Survey 2021



ANSWER CHOICES	RESPONSES	
None of the above	35.84%	253
Minority owned	18.56%	131
Woman owned	48.16%	340
Veteran owned	9.49%	67
Total Respondents: 706		

## Q11 Do you own or lease your current location?

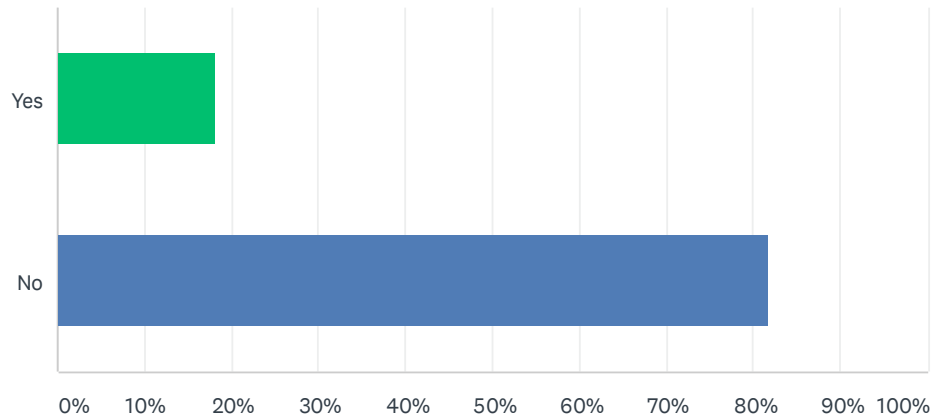
Answered: 711 Skipped: 54



ANSWER CHOICES	RESPONSES	
Own	32.21%	229
Lease	67.79%	482
TOTAL		711

## Q12 In the past five years, has your business changed locations?

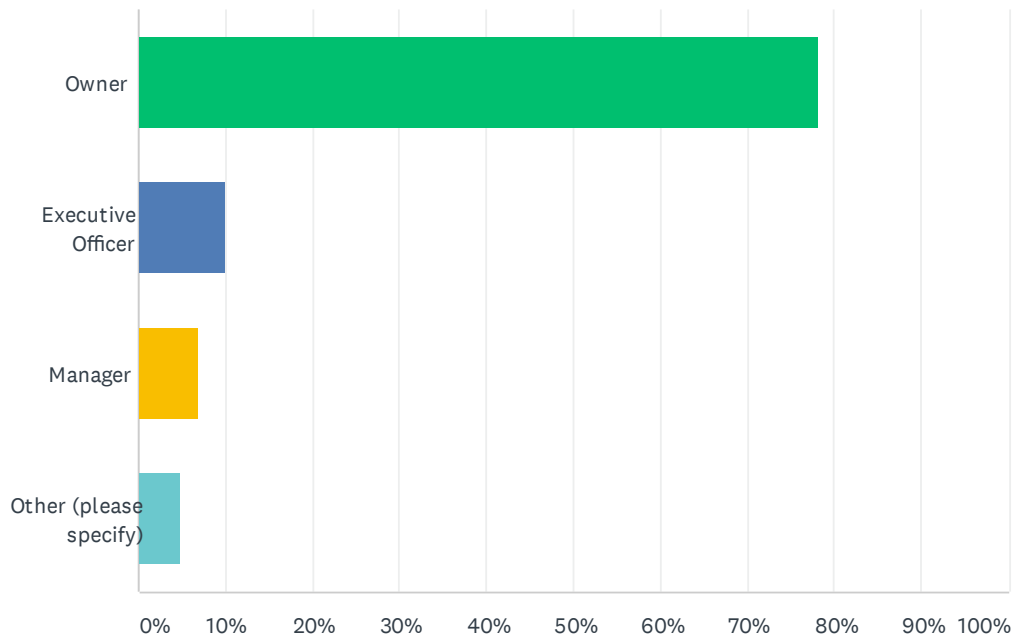
Answered: 715 Skipped: 50



ANSWER CHOICES	RESPONSES	
Yes	18.18%	130
No	81.82%	585
TOTAL		715

## Q13 What is your position with this business?

Answered: 711 Skipped: 54

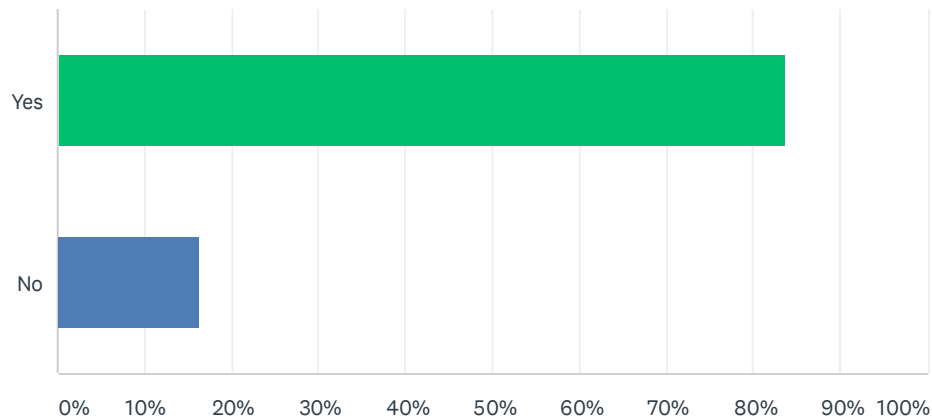


# Placer County Regions Business Retention & Expansion Survey 2021

ANSWER CHOICES	RESPONSES	
Owner	78.34%	557
Executive Officer	9.99%	71
Manager	6.89%	49
Other (please specify)	4.78%	34
TOTAL		711

## Q14 Do you reside in Placer County?

Answered: 715 Skipped: 50

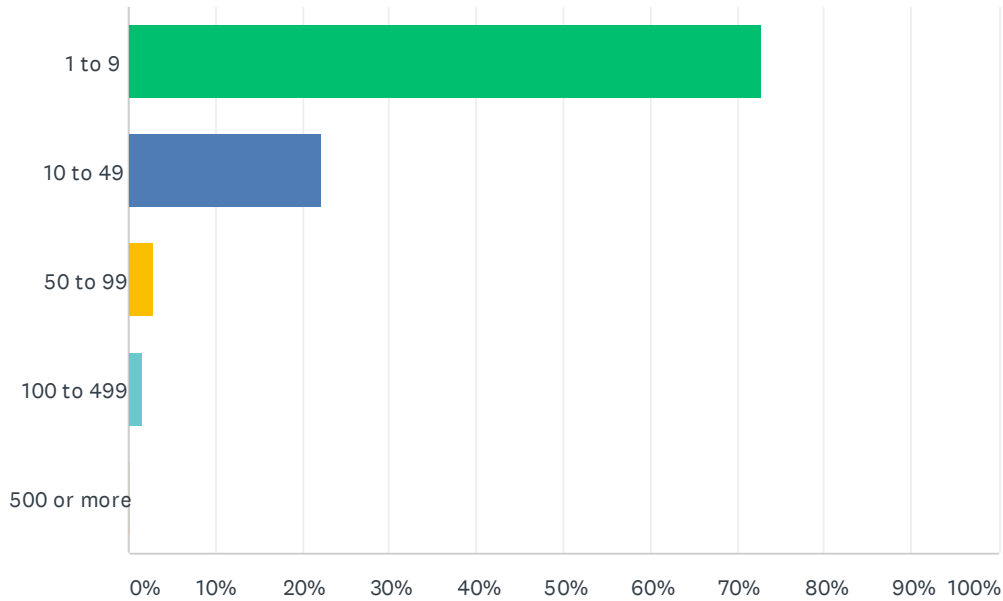


ANSWER CHOICES	RESPONSES	
Yes	83.64%	598
No	16.36%	117
TOTAL		715

## Q15 How many employees do you have at this location?

Answered: 701 Skipped: 64

## Placer County Regions Business Retention & Expansion Survey 2021

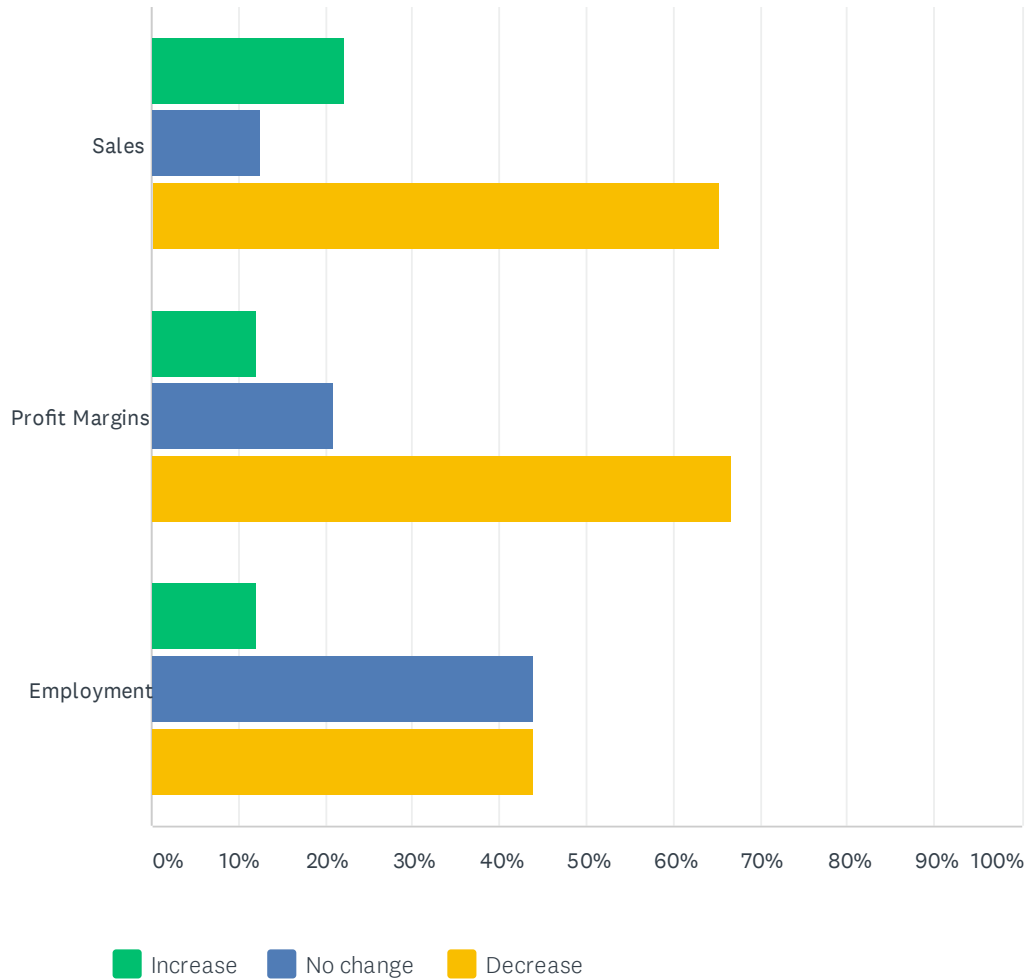


ANSWER CHOICES	RESPONSES	
1 to 9	72.90%	511
10 to 49	22.25%	156
50 to 99	2.85%	20
100 to 499	1.71%	12
500 or more	0.29%	2
TOTAL		701

**Q16 Over the past 12 months, has your business experienced an increase/decrease in the following?**

Answered: 670 Skipped: 95

# Placer County Regions Business Retention & Expansion Survey 2021

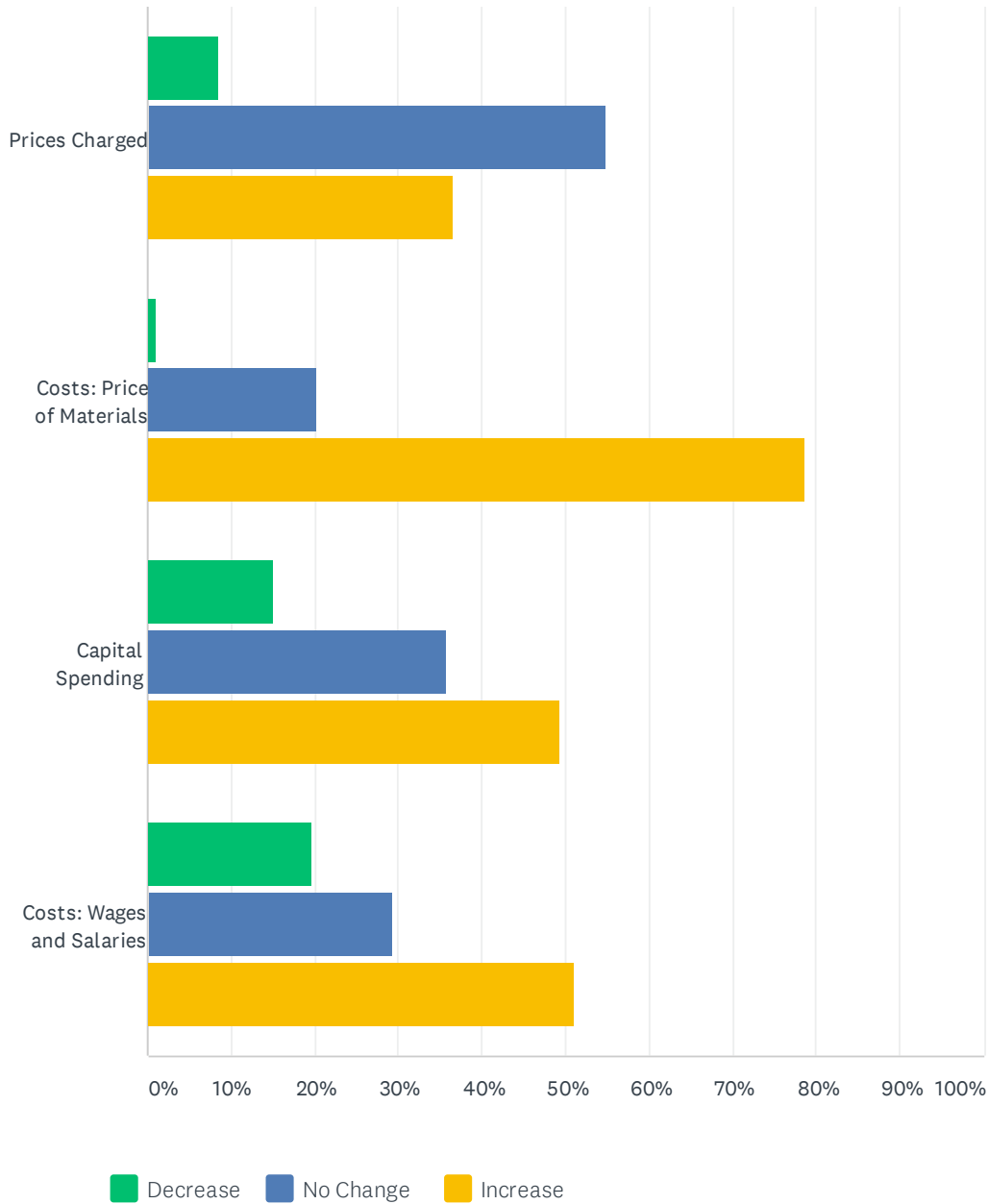


	INCREASE	NO CHANGE	DECREASE	TOTAL	WEIGHTED AVERAGE
Sales	22.21% 145	12.56% 82	65.24% 426	653	2.43
Profit Margins	12.22% 81	20.97% 139	66.82% 443	663	2.55
Employment	12.12% 79	43.87% 286	44.02% 287	652	2.32

Q17 Over the past 12 months, which areas of your business have experienced an increase/decrease in the following areas?

Answered: 669 Skipped: 96

# Placer County Regions Business Retention & Expansion Survey 2021



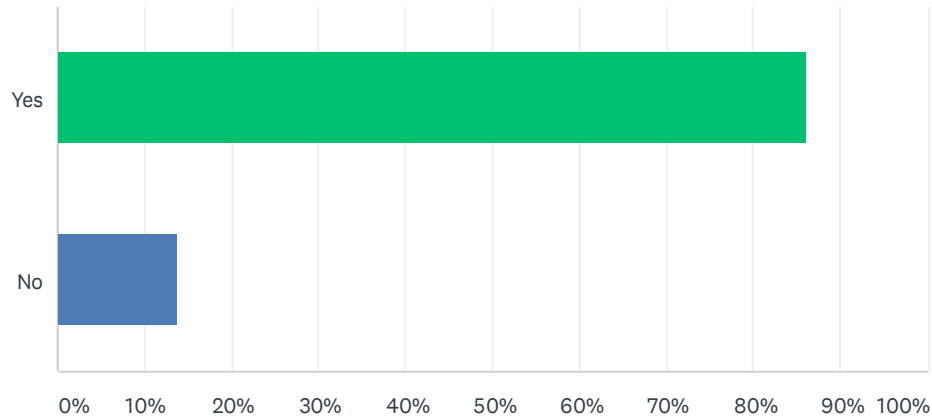
	DECREASE	NO CHANGE	INCREASE	TOTAL	WEIGHTED AVERAGE
Prices Charged	8.47% 55	54.85% 356	36.67% 238	649	2.28
Costs: Price of Materials	1.05% 7	20.33% 135	78.61% 522	664	2.78
Capital Spending	14.98% 99	35.70% 236	49.32% 326	661	2.34
Costs: Wages and Salaries	19.60% 129	29.33% 193	51.06% 336	658	2.31

**Q18 In general, for the answers to questions 16 and 17 above, were the impacts directly associated with the pandemic?**

Answered: 665 Skipped: 100



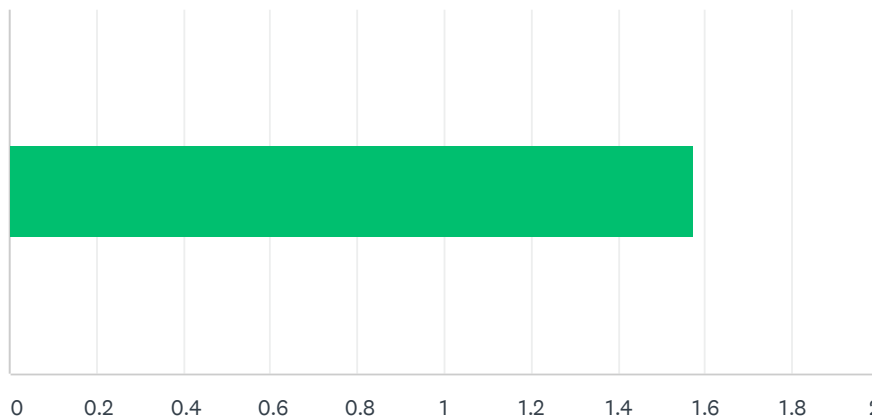
# Placer County Regions Business Retention & Expansion Survey 2021



ANSWER CHOICES	RESPONSES	
Yes	86.17%	573
No	13.83%	92
TOTAL		665

Q19 What direction do you expect your business to be moving in the next 12 months? (click to adjust the slider)

Answered: 602 Skipped: 163

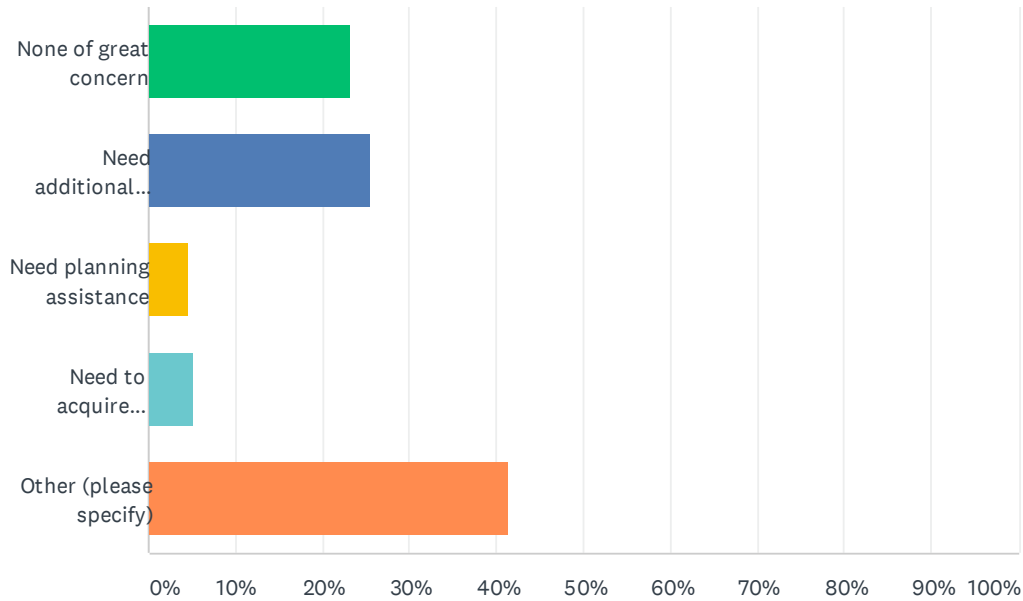


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	2	948	602
Total Respondents: 602			

Q20 If any, what are the biggest constraints for your business in the next 12 months?

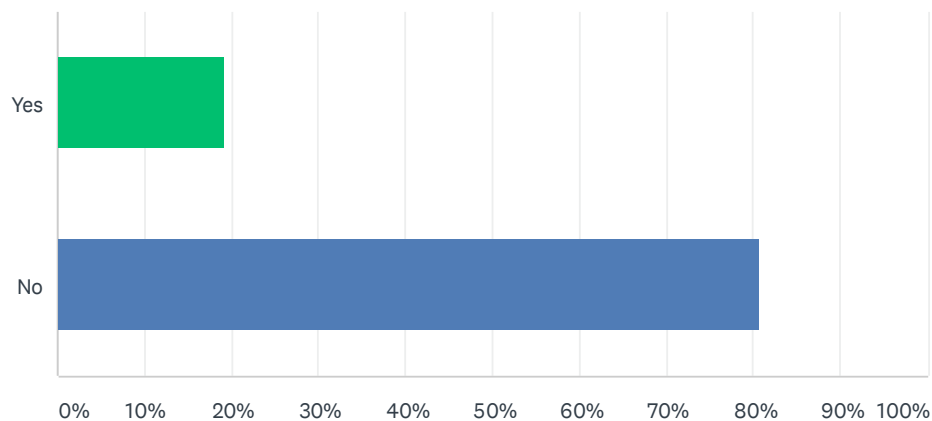
Answered: 648 Skipped: 117

## Placer County Regions Business Retention & Expansion Survey 2021



## Q21 Is your business considering another (additional) branch/store/office?

Answered: 669 Skipped: 96

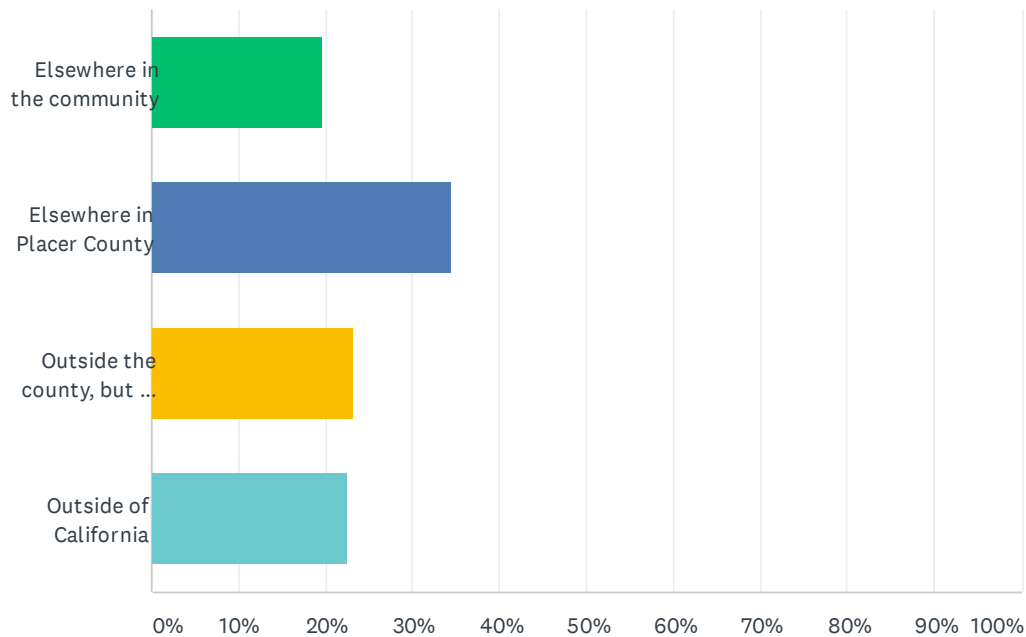


# Placer County Regions Business Retention & Expansion Survey 2021

ANSWER CHOICES	RESPONSES	
Yes	19.28%	129
No	80.72%	540
TOTAL		669

## Q22 If yes, what location are you considering?

Answered: 142 Skipped: 623

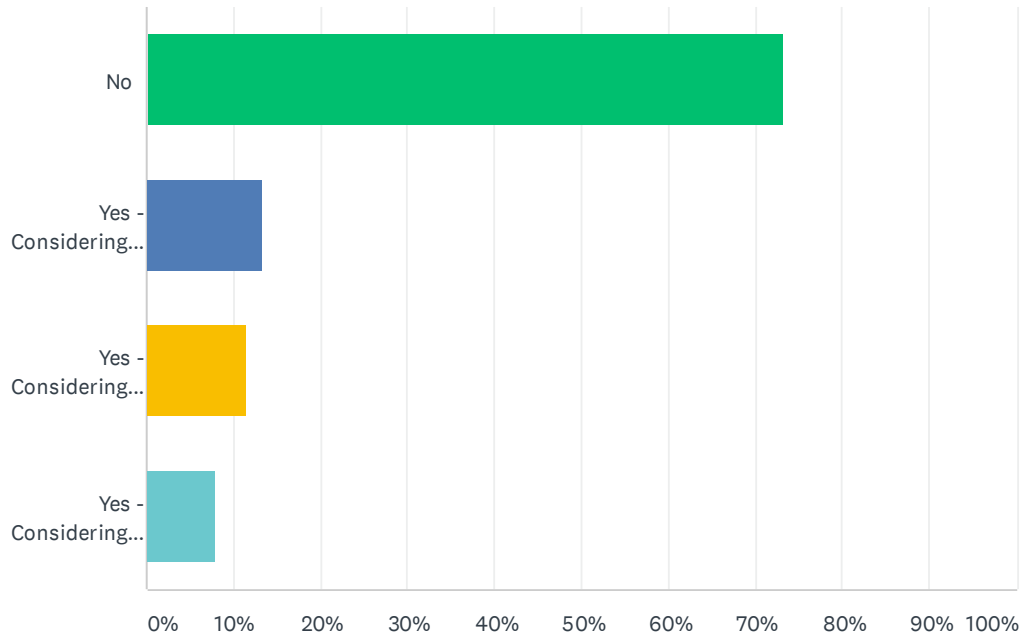


ANSWER CHOICES	RESPONSES	
Elsewhere in the community	19.72%	28
Elsewhere in Placer County	34.51%	49
Outside the county, but in California	23.24%	33
Outside of California	22.54%	32
TOTAL		142

## Q23 Are you considering moving, selling, or closing this business in the next 24 months?

Answered: 666 Skipped: 99

## Placer County Regions Business Retention & Expansion Survey 2021

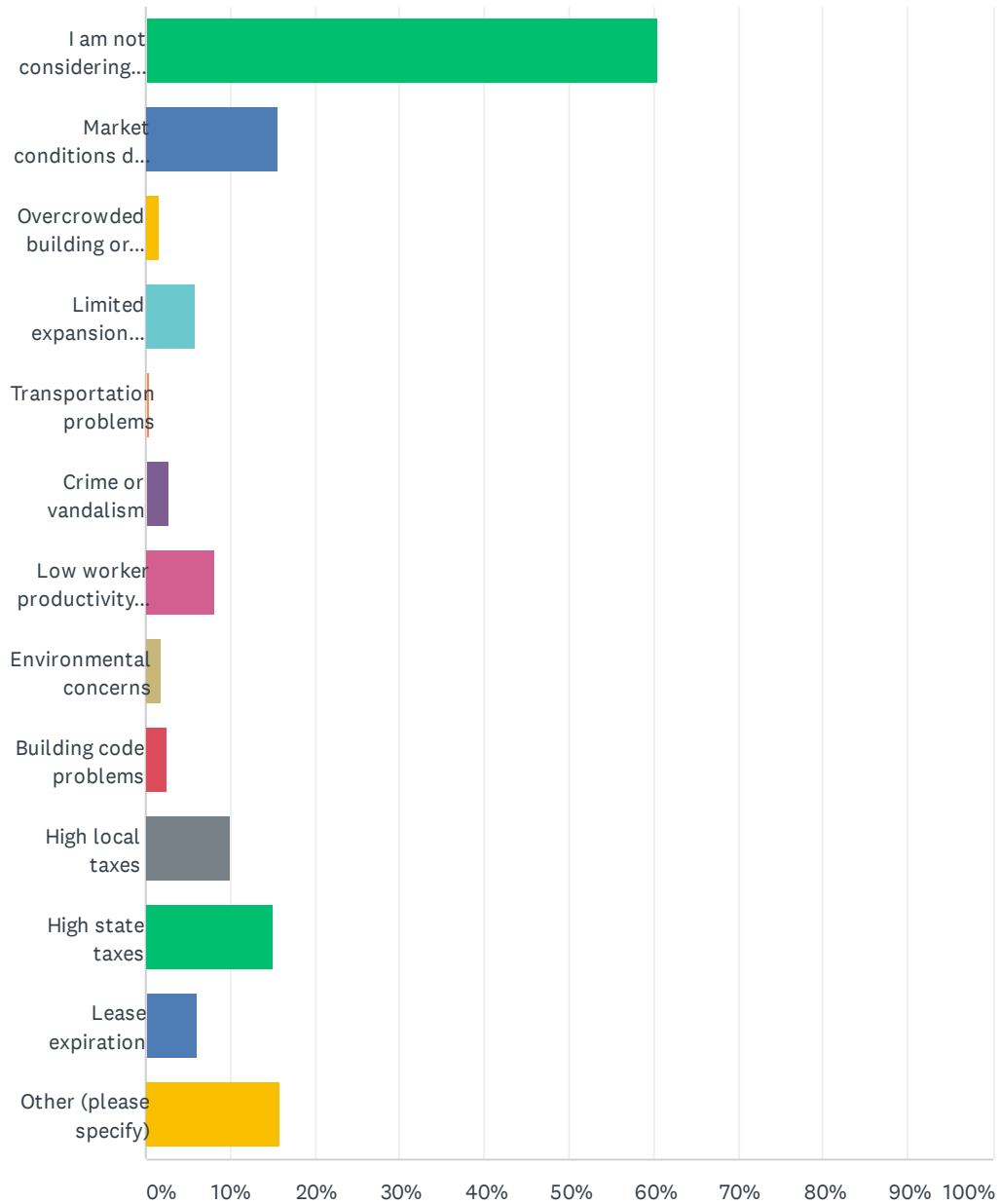


ANSWER CHOICES	RESPONSES	
No	73.12%	487
Yes - Considering moving	13.36%	89
Yes - Considering selling	11.56%	77
Yes - Considering closing	7.96%	53
Total Respondents: 666		

### Q24 What conditions influenced your decision regarding moving, selling, or closing?

Answered: 558 Skipped: 207

## Placer County Regions Business Retention & Expansion Survey 2021

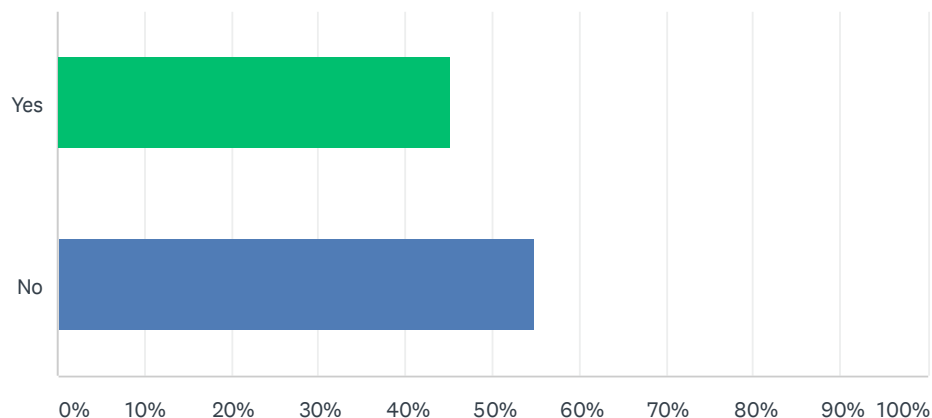


## Placer County Regions Business Retention & Expansion Survey 2021

ANSWER CHOICES	RESPONSES	
I am not considering moving/selling/closing	60.39%	337
Market conditions due to pandemic	15.59%	87
Overcrowded building or space	1.61%	9
Limited expansion opportunities	5.91%	33
Transportation problems	0.36%	2
Crime or vandalism	2.69%	15
Low worker productivity or availability of workers	8.24%	46
Environmental concerns	1.97%	11
Building code problems	2.51%	14
High local taxes	10.04%	56
High state taxes	15.05%	84
Lease expiration	6.09%	34
Other (please specify)	15.95%	89
Total Respondents: 558		

### Q25 Is your business experiencing staffing issues?

Answered: 669 Skipped: 96

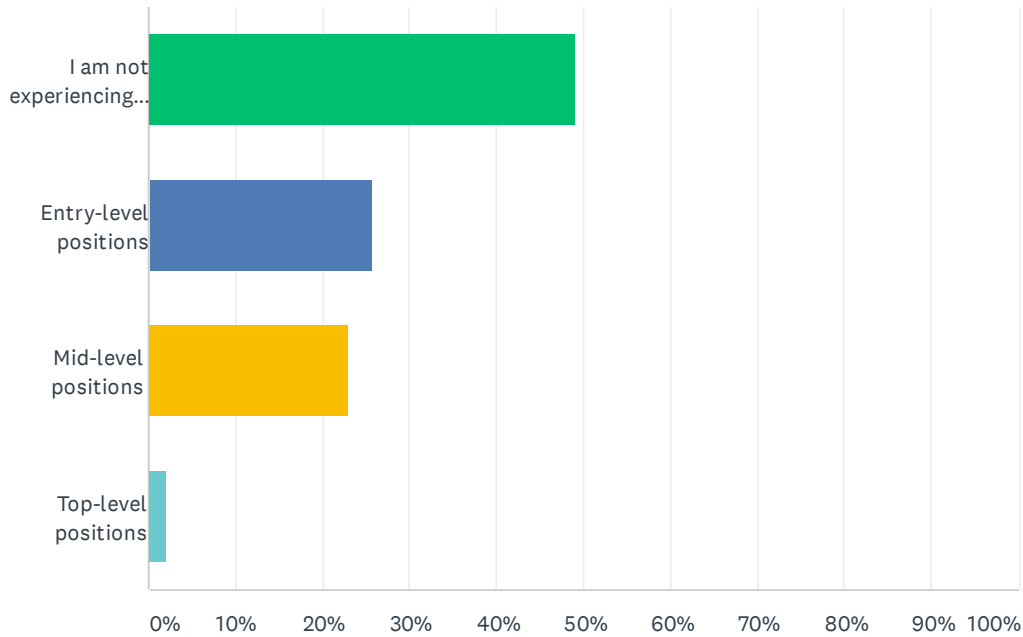


ANSWER CHOICES	RESPONSES	
Yes	45.29%	303
No	54.71%	366
TOTAL		669

### Q26 Are these recruiting challenges mostly for?

Answered: 640 Skipped: 125

## Placer County Regions Business Retention & Expansion Survey 2021



ANSWER CHOICES	RESPONSES	
I am not experiencing staffing issues	49.06%	314
Entry-level positions	25.78%	165
Mid-level positions	22.97%	147
Top-level positions	2.19%	14
TOTAL		640

## Q27 How difficult is it to retain qualified employees? (click to adjust the slider)

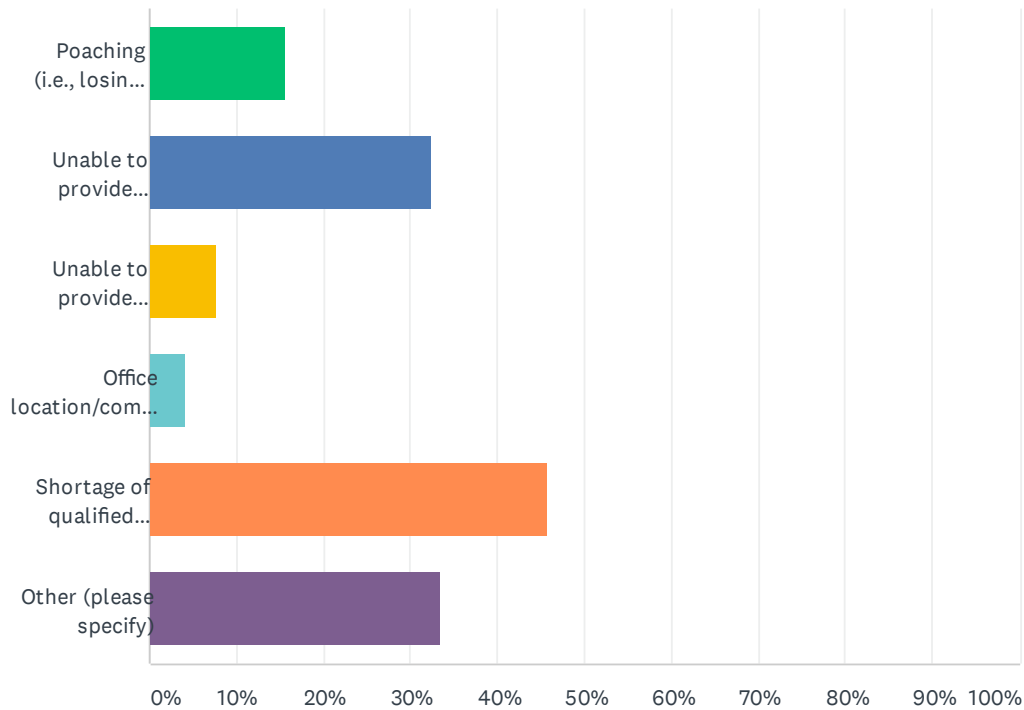
Answered: 490 Skipped: 275



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	3	1,243	490
Total Respondents: 490			

## Q28 Which of the following factors, if any, are contributing to your problems in retaining employees? (check all that apply)

Answered: 532 Skipped: 233



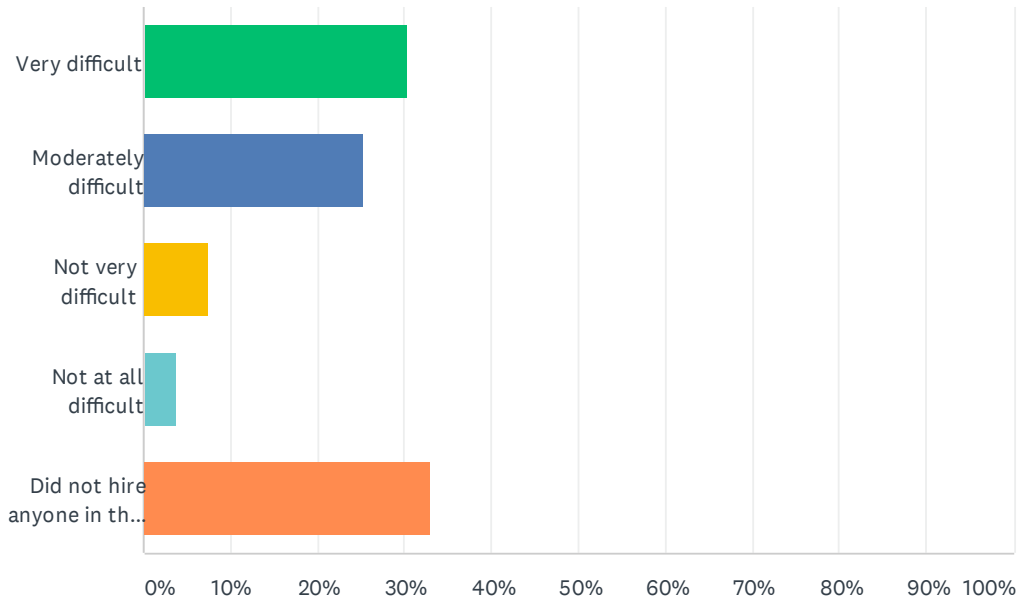
ANSWER CHOICES	RESPONSES	
Poaching (i.e., losing employees to other similar firms)	15.79%	84
Unable to provide competitive compensation (salary/wages, benefits)	32.52%	173
Unable to provide professional development and/or advancement opportunities	7.71%	41
Office location/commuting	4.14%	22
Shortage of qualified candidates	45.86%	244
Other (please specify)	33.46%	178
Total Respondents: 532		

## Q29 Over the past 12 months, how difficult has it been to recruit and hire people for your business compared to prior years?

Answered: 658 Skipped: 107



## Placer County Regions Business Retention & Expansion Survey 2021

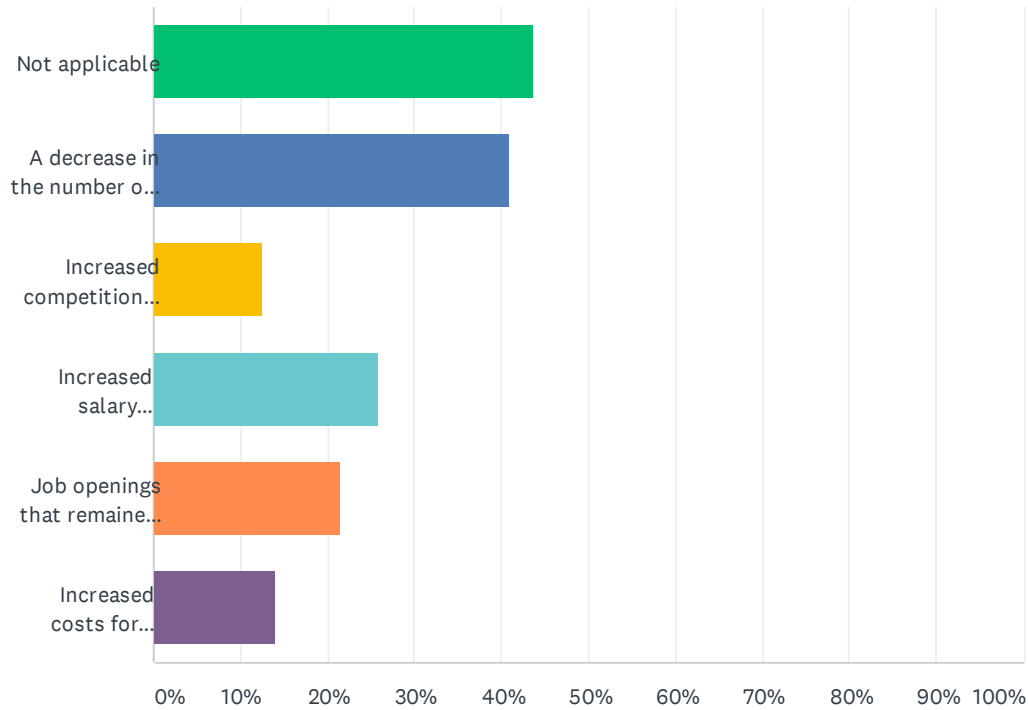


ANSWER CHOICES	RESPONSES	
Very difficult	30.24%	199
Moderately difficult	25.23%	166
Not very difficult	7.60%	50
Not at all difficult	3.80%	25
Did not hire anyone in the last 12 months	33.13%	218
TOTAL		658

**Q30 Over the past 12 months, has your business experienced any of the following when hiring?**

Answered: 661 Skipped: 104

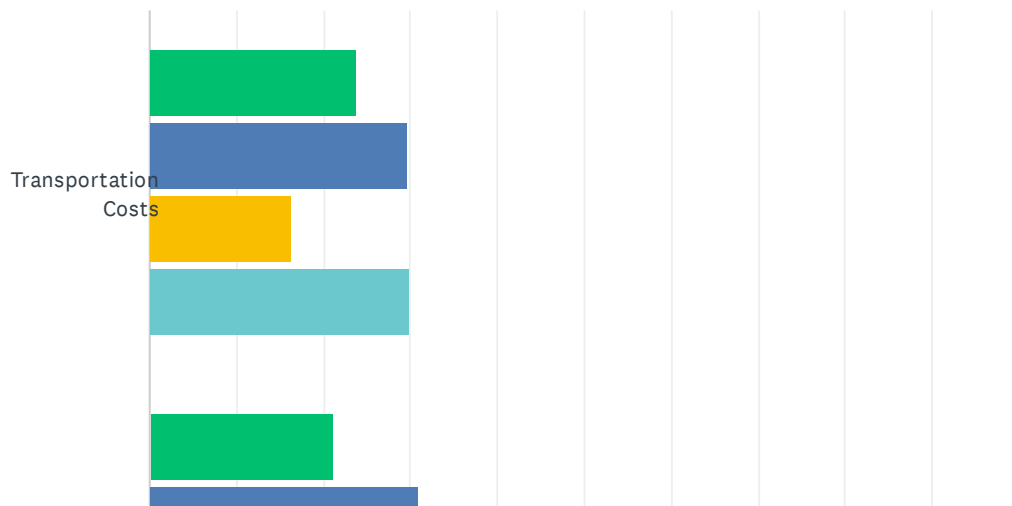
## Placer County Regions Business Retention & Expansion Survey 2021



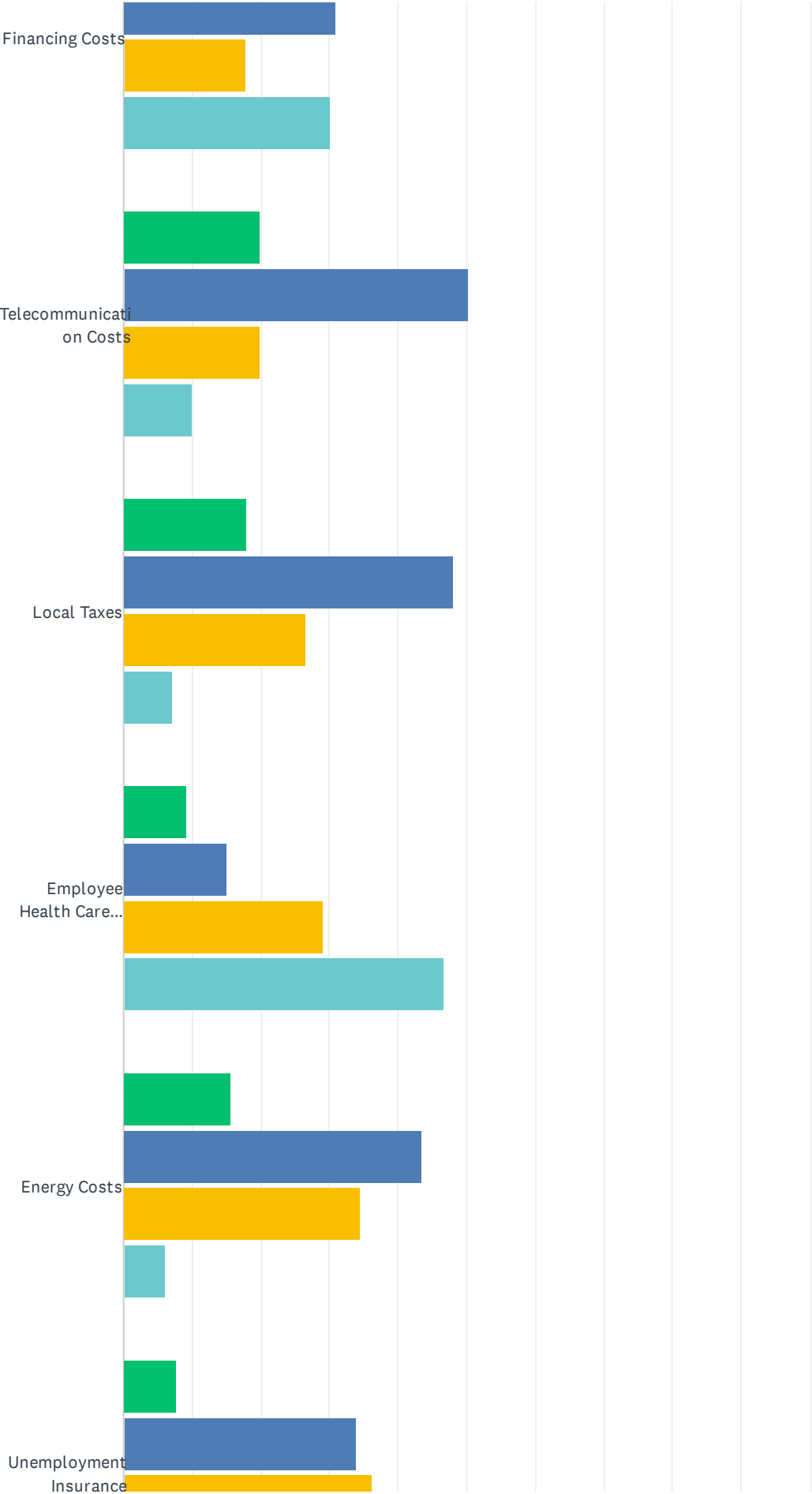
ANSWER CHOICES	RESPONSES	
Not applicable	43.72%	289
A decrease in the number of qualified candidates	41.00%	271
Increased competition from peer firms	12.56%	83
Increased salary expectations from qualified candidates	26.02%	172
Job openings that remained unfilled	21.63%	143
Increased costs for recruiting candidates	14.07%	93
Total Respondents: 661		

## Q31 For your business, how would you rank the following expenses?

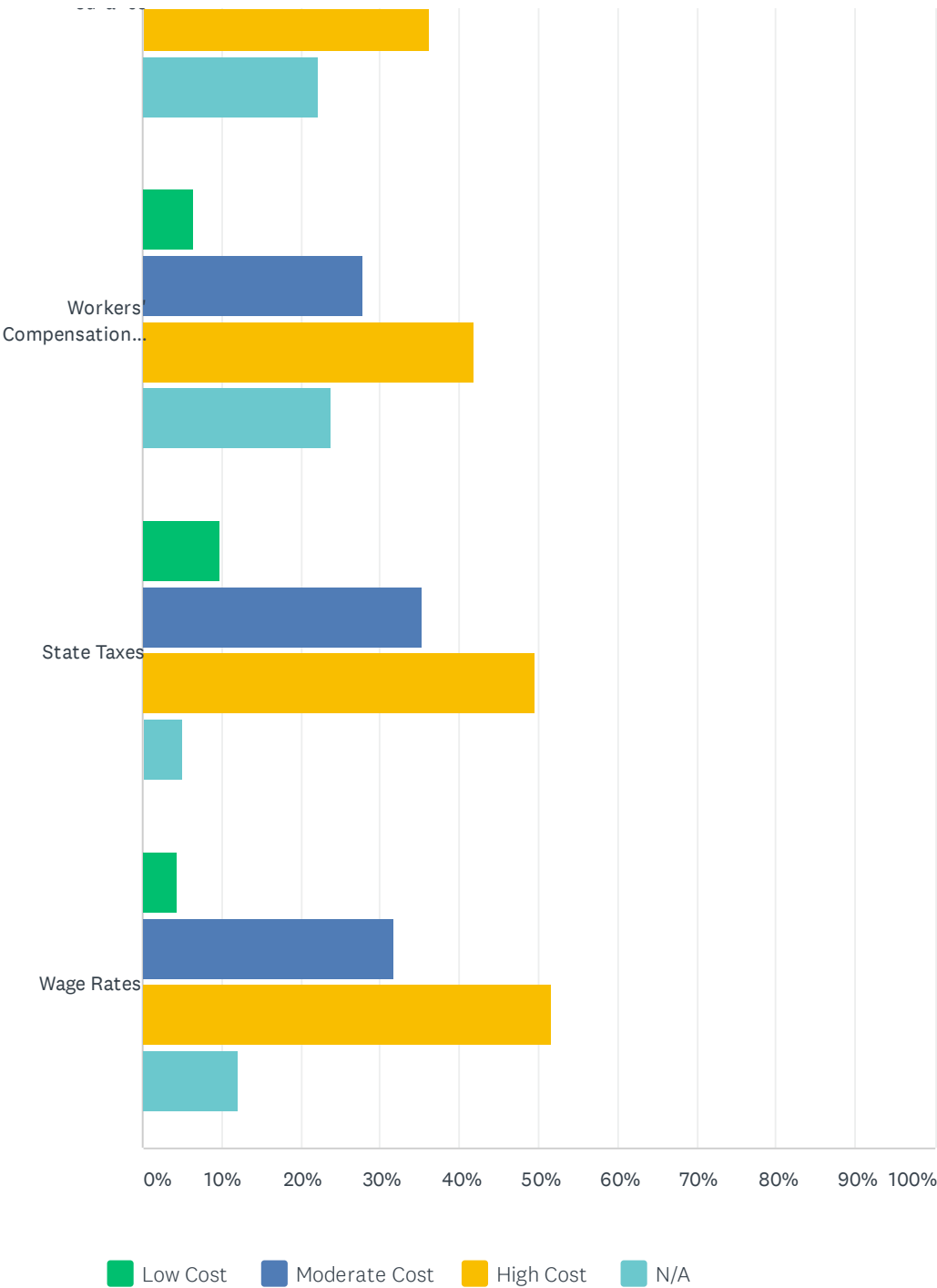
Answered: 595 Skipped: 170



Placer County Regions Business Retention & Expansion Survey 2021



Placer County Regions Business Retention & Expansion Survey 2021

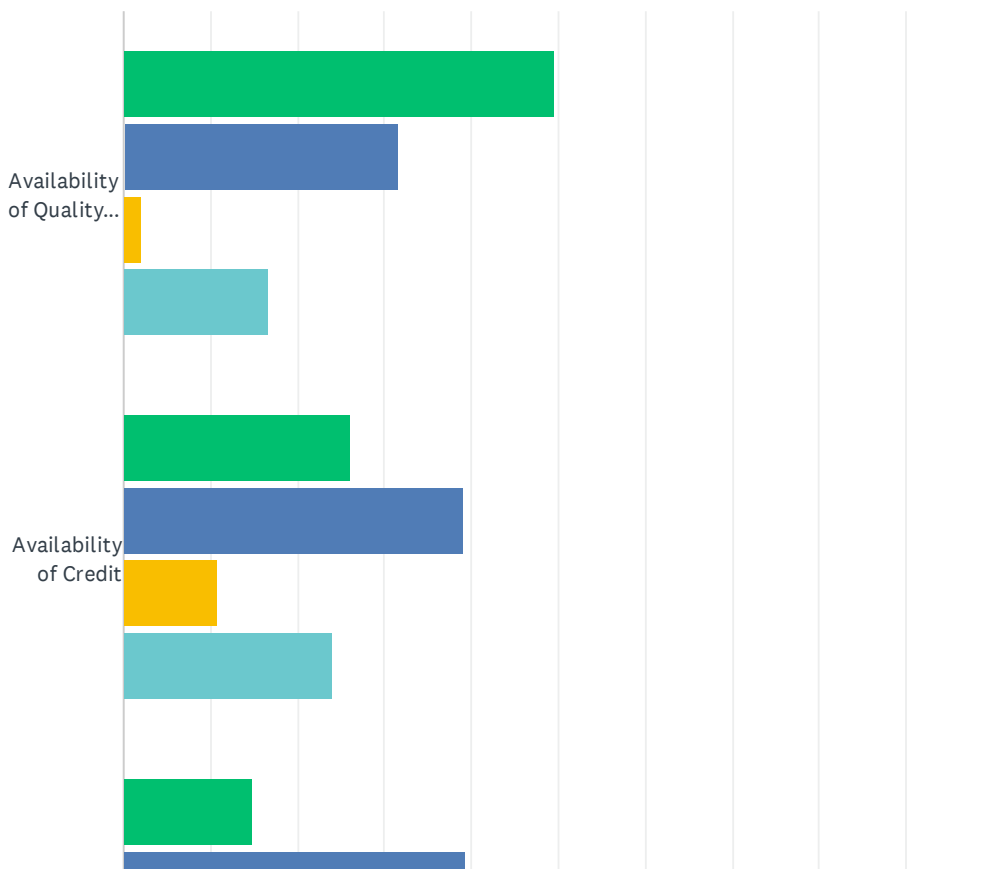


# Placer County Regions Business Retention & Expansion Survey 2021

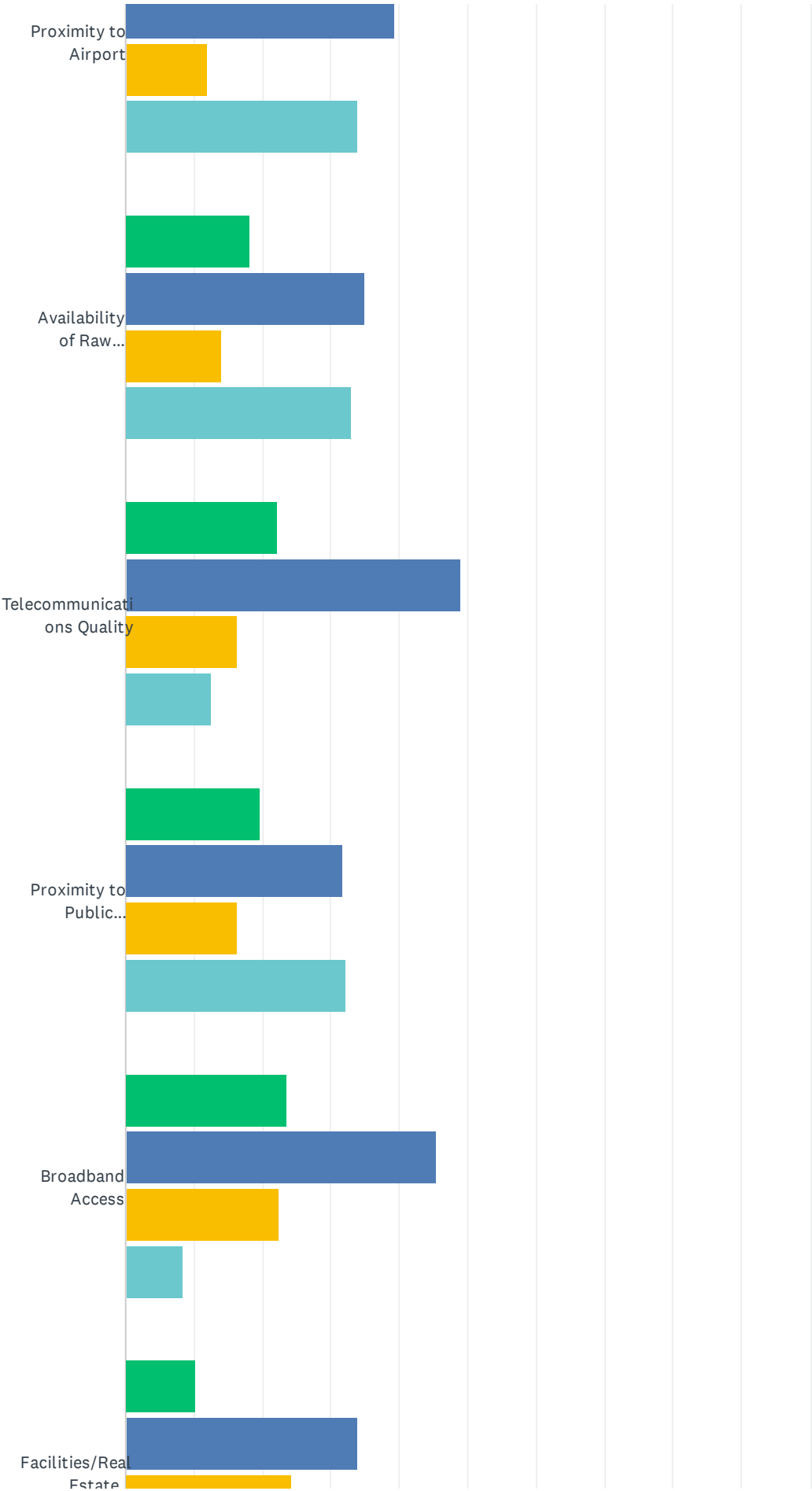
	LOW COST	MODERATE COST	HIGH COST	N/A	TOTAL	WEIGHTED AVERAGE
Transportation Costs	23.93% 140	29.74% 174	16.41% 96	29.91% 175	585	1.89
Financing Costs	21.10% 123	30.87% 180	17.84% 104	30.19% 176	583	1.95
Telecommunication Costs	19.97% 118	50.25% 297	19.80% 117	9.98% 59	591	2.00
Local Taxes	18.09% 106	48.12% 282	26.62% 156	7.17% 42	586	2.09
Employee Health Care Costs	9.20% 54	14.99% 88	29.13% 171	46.68% 274	587	2.37
Energy Costs	15.67% 92	43.61% 256	34.58% 203	6.13% 36	587	2.20
Unemployment Insurance	7.67% 45	33.90% 199	36.29% 213	22.15% 130	587	2.37
Workers' Compensation Rates	6.45% 38	27.84% 164	41.94% 247	23.77% 140	589	2.47
State Taxes	9.90% 58	35.32% 207	49.66% 291	5.12% 30	586	2.42
Wage Rates	4.41% 26	31.69% 187	51.69% 305	12.20% 72	590	2.54

## Q32 How would you rate the quality and/or availability of the following?

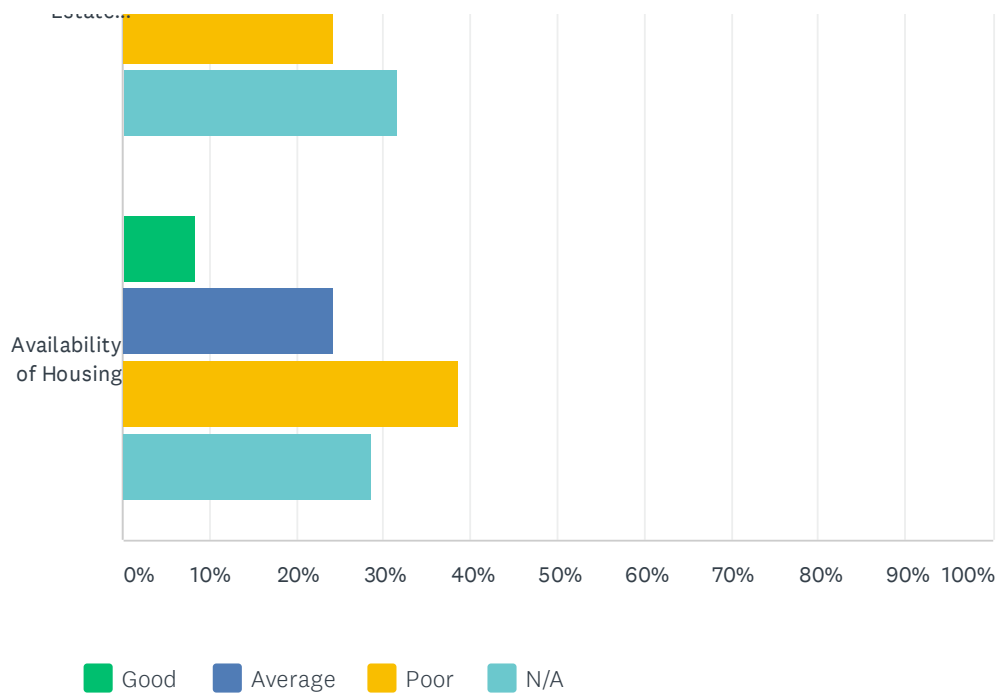
Answered: 596 Skipped: 169



Placer County Regions Business Retention & Expansion Survey 2021



## Placer County Regions Business Retention & Expansion Survey 2021

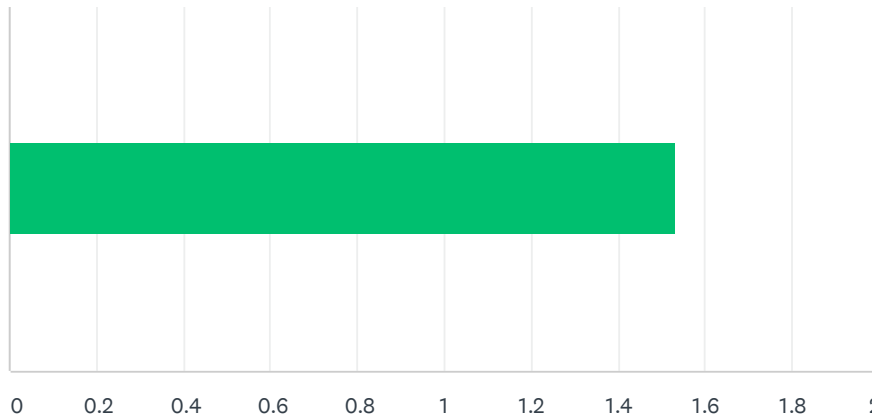


	GOOD	AVERAGE	POOR	N/A	TOTAL	WEIGHTED AVERAGE
Availability of Quality Water	49.49% 293	31.59% 187	2.20% 13	16.72% 99	592	1.43
Availability of Credit	26.18% 155	39.02% 231	10.81% 64	23.99% 142	592	1.80
Proximity to Airport	14.89% 88	39.26% 232	12.01% 71	33.84% 200	591	1.96
Availability of Raw Materials	18.18% 108	34.85% 207	13.97% 83	33.00% 196	594	1.94
Telecommunications Quality	22.22% 132	48.99% 291	16.33% 97	12.46% 74	594	1.93
Proximity to Public Transportation	19.59% 116	31.76% 188	16.39% 97	32.26% 191	592	1.95
Broadband Access	23.65% 140	45.44% 269	22.47% 133	8.45% 50	592	1.99
Facilities/Real Estate Availability	10.15% 60	33.84% 200	24.37% 144	31.64% 187	591	2.21
Availability of Housing	8.42% 50	24.24% 144	38.72% 230	28.62% 170	594	2.42

**Q33 What overall grade would you give your community as a place to do business? (click to adjust the slider)**

Answered: 432    Skipped: 333

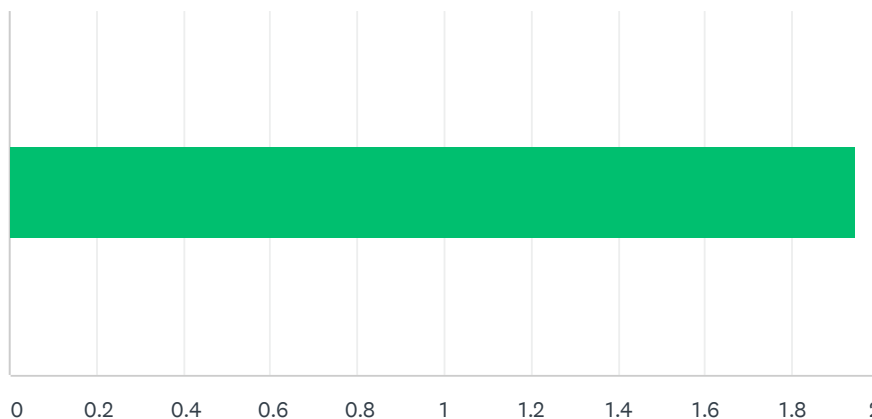
# Placer County Regions Business Retention & Expansion Survey 2021



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	2	661	432
Total Respondents: 432			

Q34 Do you expect the community's business climate to get stronger, weaker, or stay the same? (click to adjust the slider)

Answered: 418 Skipped: 347



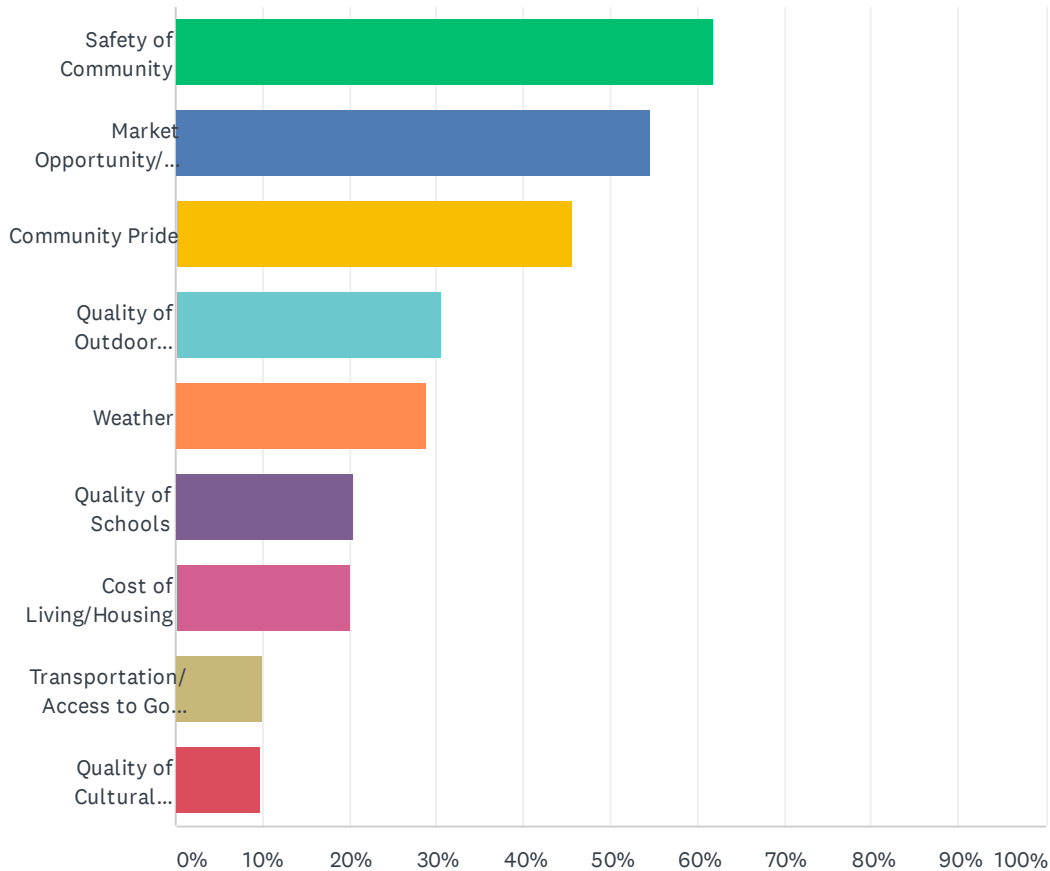
ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	2	814	418
Total Respondents: 418			

Q35 From the list below, choose the top 3 reasons your business is located in Placer County:

Answered: 580 Skipped: 185



## Placer County Regions Business Retention & Expansion Survey 2021

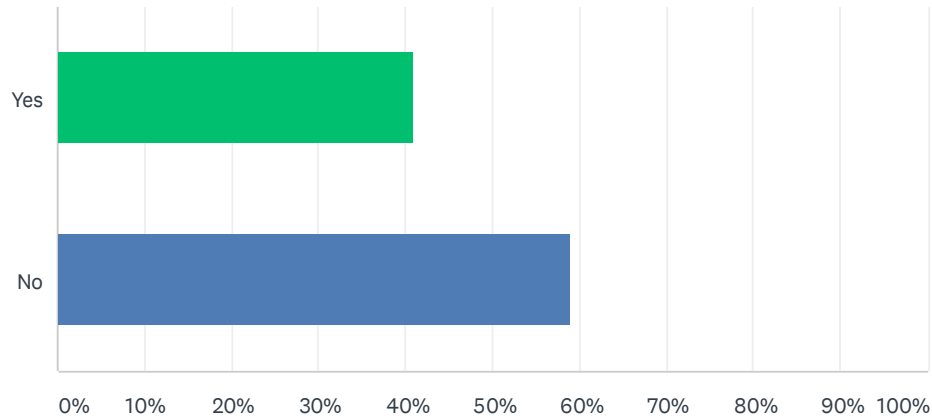


ANSWER CHOICES	RESPONSES	
Safety of Community	61.90%	359
Market Opportunity/Demand	54.66%	317
Community Pride	45.52%	264
Quality of Outdoor Activity	30.52%	177
Weather	28.97%	168
Quality of Schools	20.52%	119
Cost of Living/Housing	20.00%	116
Transportation/Access to Goods and Services	10.00%	58
Quality of Cultural Experiences	9.83%	57
Total Respondents: 580		

## Q36 Does your business experience significant seasonal shifts in demand?

Answered: 594 Skipped: 171

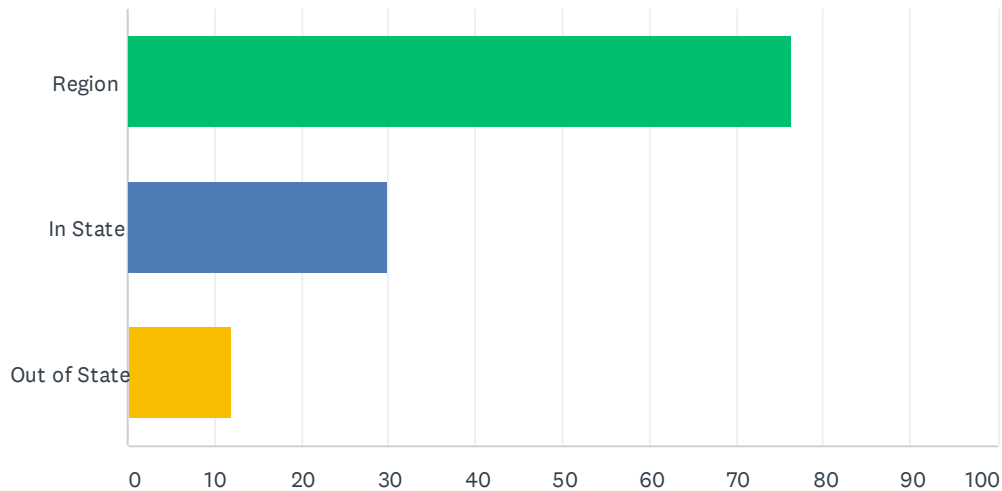
## Placer County Regions Business Retention & Expansion Survey 2021



ANSWER CHOICES	RESPONSES	
Yes	41.08%	244
No	58.92%	350
TOTAL		594

### Q37 What percentage of your business comes from:

Answered: 552 Skipped: 213

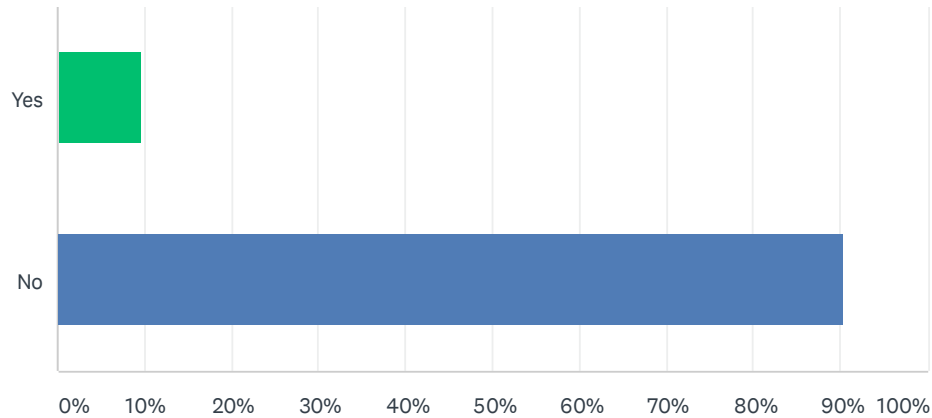


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Region	76	39,505	517
In State	30	11,698	390
Out of State	12	3,997	338
Total Respondents: 552			

### Q38 Do you import/export from outside the United States?

Answered: 591 Skipped: 174

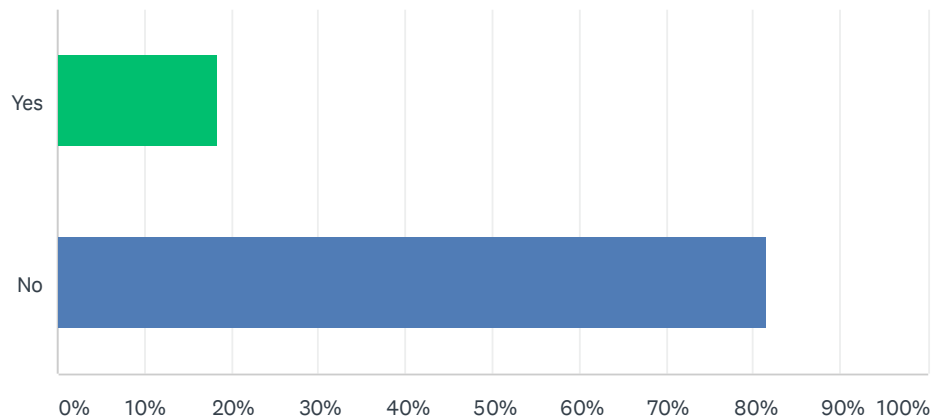
# Placer County Regions Business Retention & Expansion Survey 2021



ANSWER CHOICES	RESPONSES	
Yes	9.64%	57
No	90.36%	534
TOTAL		591

**Q39 If your business buys supplies and/or services from outside of the region, could any these be profitably supplied locally?**

Answered: 502 Skipped: 263

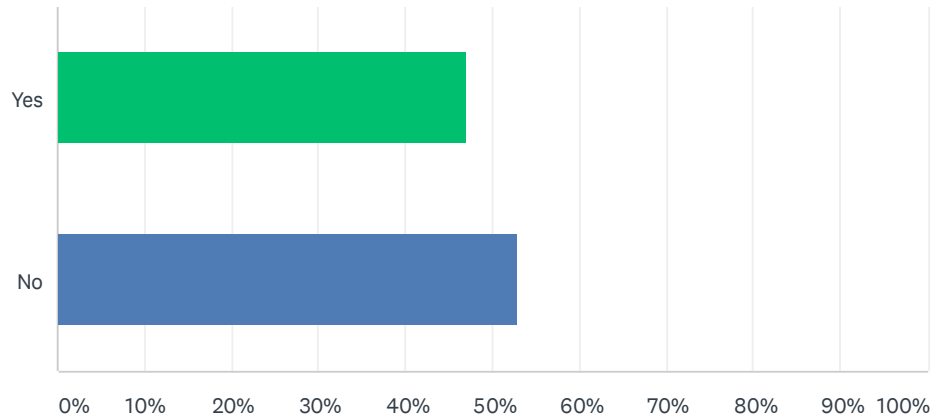


ANSWER CHOICES	RESPONSES	
Yes	18.33%	92
No	81.67%	410
TOTAL		502

**Q40 Are you interested in participating in community and/or economic development work?**

Answered: 563 Skipped: 202

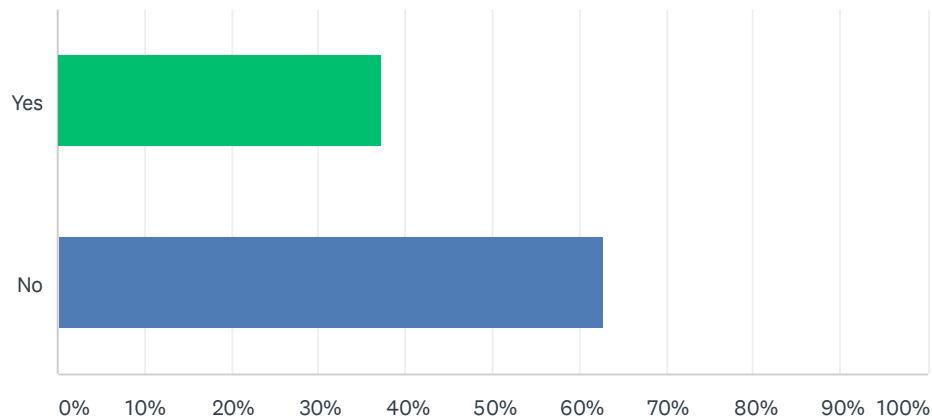
## Placer County Regions Business Retention & Expansion Survey 2021



ANSWER CHOICES	RESPONSES	
Yes	47.07%	265
No	52.93%	298
TOTAL		563

### Q41 Would you have an interest in participating in a Placer County Regions Industry Forum?

Answered: 557 Skipped: 208

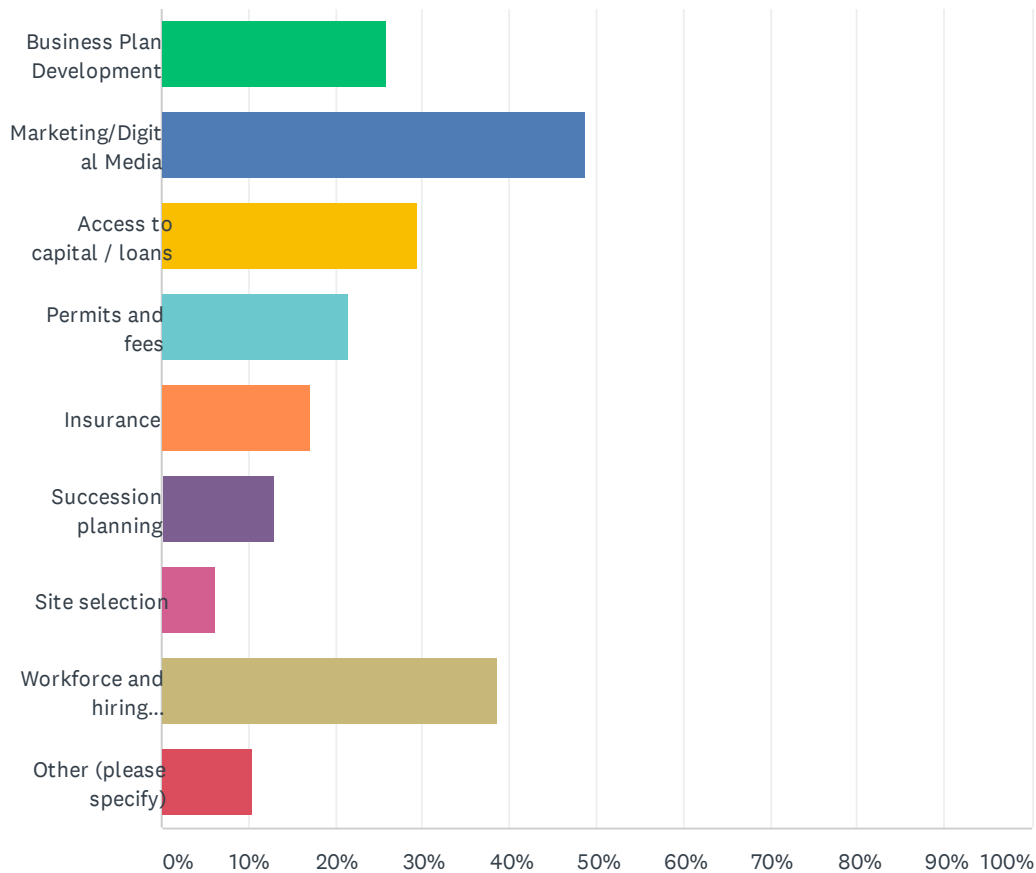


ANSWER CHOICES	RESPONSES	
Yes	37.16%	207
No	62.84%	350
TOTAL		557

Q42 The Placer Business Resource Center provides free one-on-one advising services, resources, and information to all businesses in Placer County. What information would be helpful to you and your business?  
(Select all that apply)

# Placer County Regions Business Retention & Expansion Survey 2021

Answered: 418 Skipped: 347



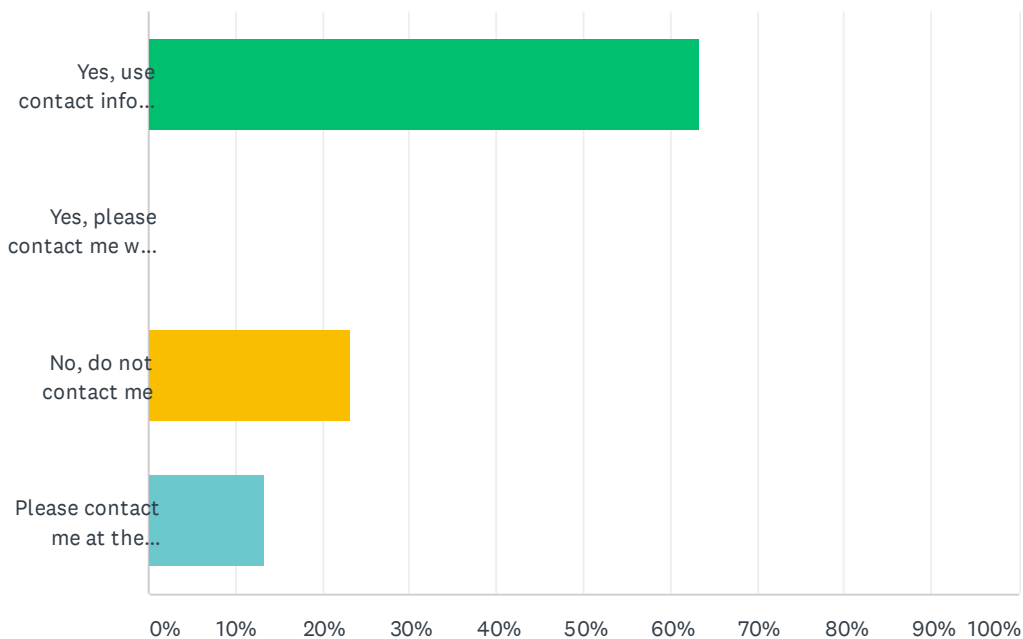
ANSWER CHOICES	RESPONSES	
Business Plan Development	25.84%	108
Marketing/Digital Media	48.80%	204
Access to capital / loans	29.43%	123
Permits and fees	21.53%	90
Insurance	17.22%	72
Succession planning	12.92%	54
Site selection	6.22%	26
Workforce and hiring assistance	38.76%	162
Other (please specify)	10.53%	44
Total Respondents: 418		

**Q43 A primary goal of business retention and expansion work is to help connect the community and business ecosystem. Do you have ideas you would like to share to help enhance and strengthen the business environment and business networks?**

Answered: 159 Skipped: 606

## Q44 May we contact you to ask questions about your answers in this survey?

Answered: 558 Skipped: 207




ANSWER CHOICES	RESPONSES	
Yes, use contact info provided earlier in this survey	63.44%	354
Yes, please contact me with the information provided below	0.00%	0
No, do not contact me	23.12%	129
Please contact me at the information I've provided below	13.44%	75
TOTAL		558

# **EXHIBIT C**

**Placer County Economic Development Board Presentation**  
***BRE Survey Results and Analysis 2021***







# Business Retention and Expansion Project Update

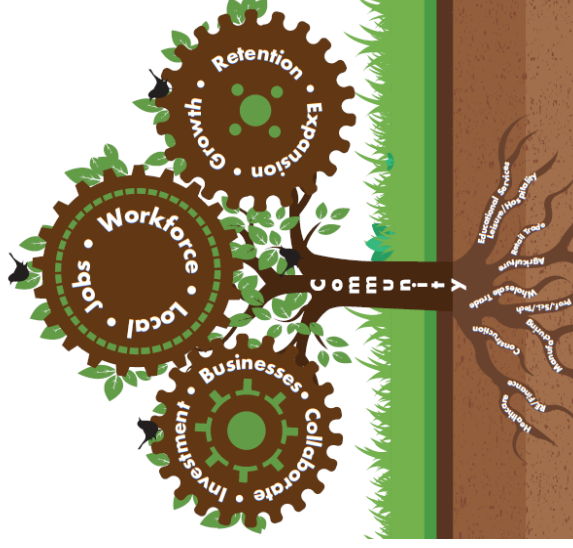
Placer County Economic Development Board Meeting  
June 17, 2021

# Business Retention & Expansion

## PARTNERS



**Community  
collaboration at it's best!**



# Business Retention & Expansion

This Placer County Economic Development Board-sponsored project is the **first of its kind** in Placer County. Primary Parts of the Program are:

- ✓ **Evaluate** past / present / future BR&E work by cities and business organizations
- ✓ **Engage** program partners countywide
- ✓ **Survey** businesses and organizations
- ✓ **Analyze** survey results
- ✓ **Report** findings
- **Adopt** program and procedures for ongoing BR&E work in Placer County

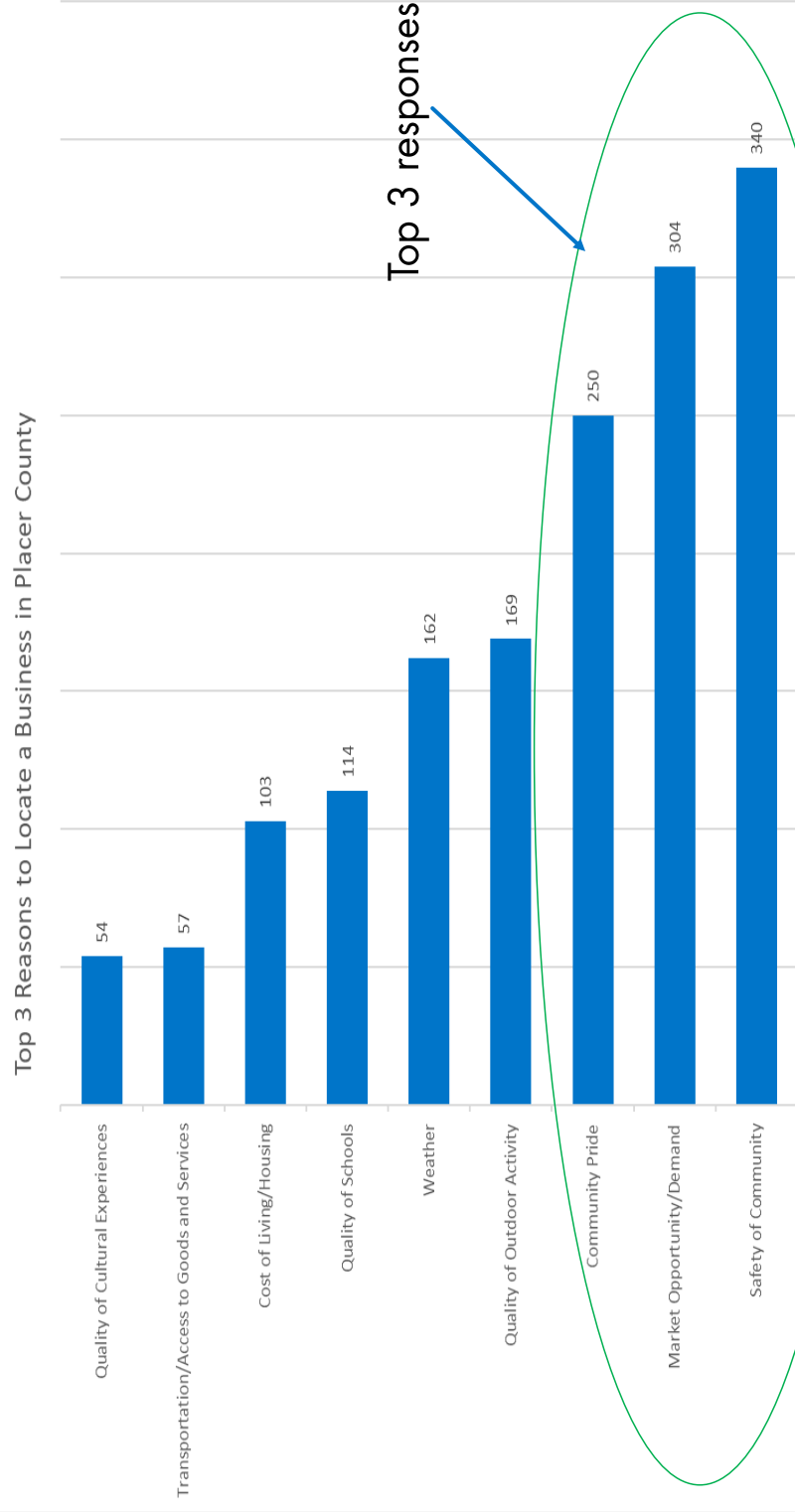
# Business Retention & Expansion

Deeper look into Survey Questions and  
Responses

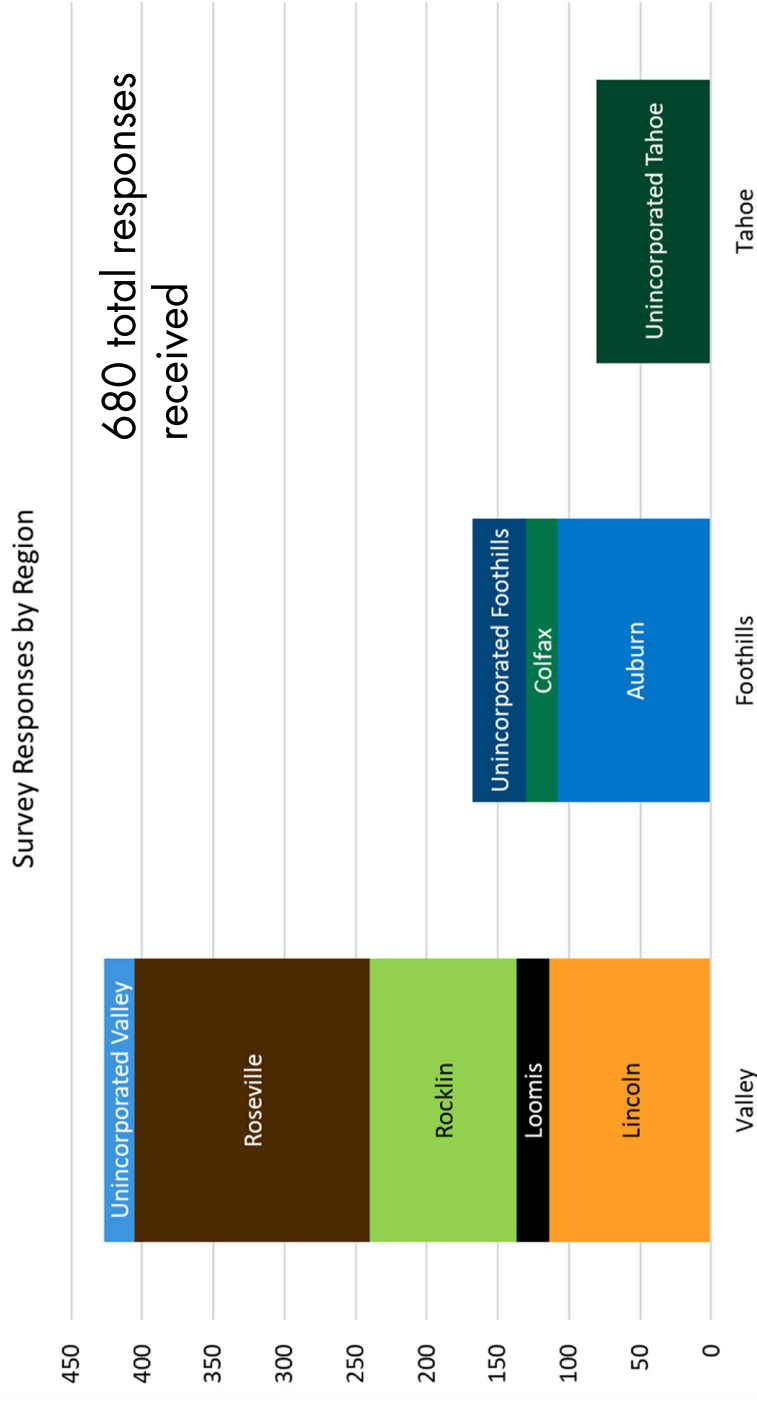
High Level View



# Business Retention & Expansion



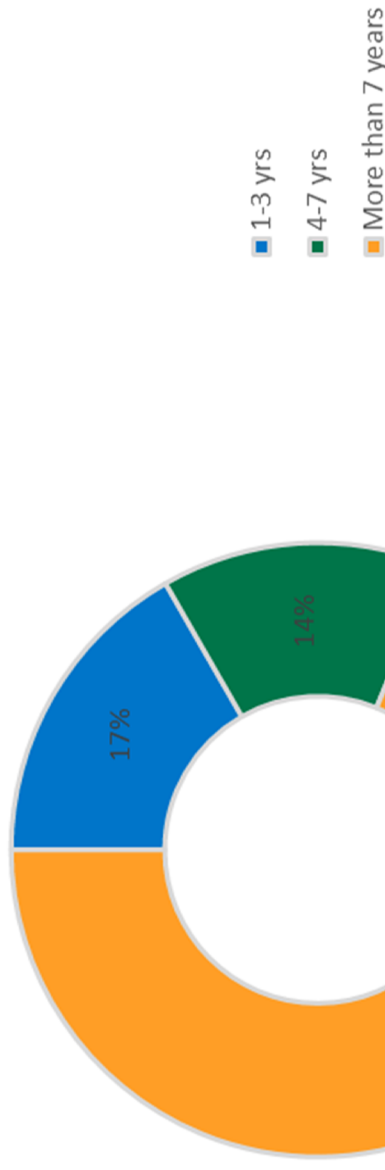
# Business Retention & Expansion



We can look at any survey question by Region

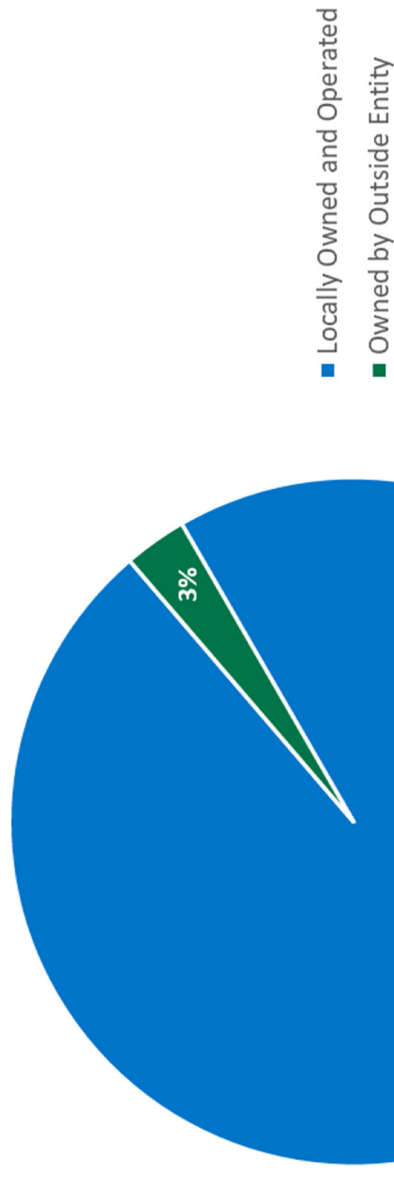
# Business Retention & Expansion

Years Respondents Have Been in Business



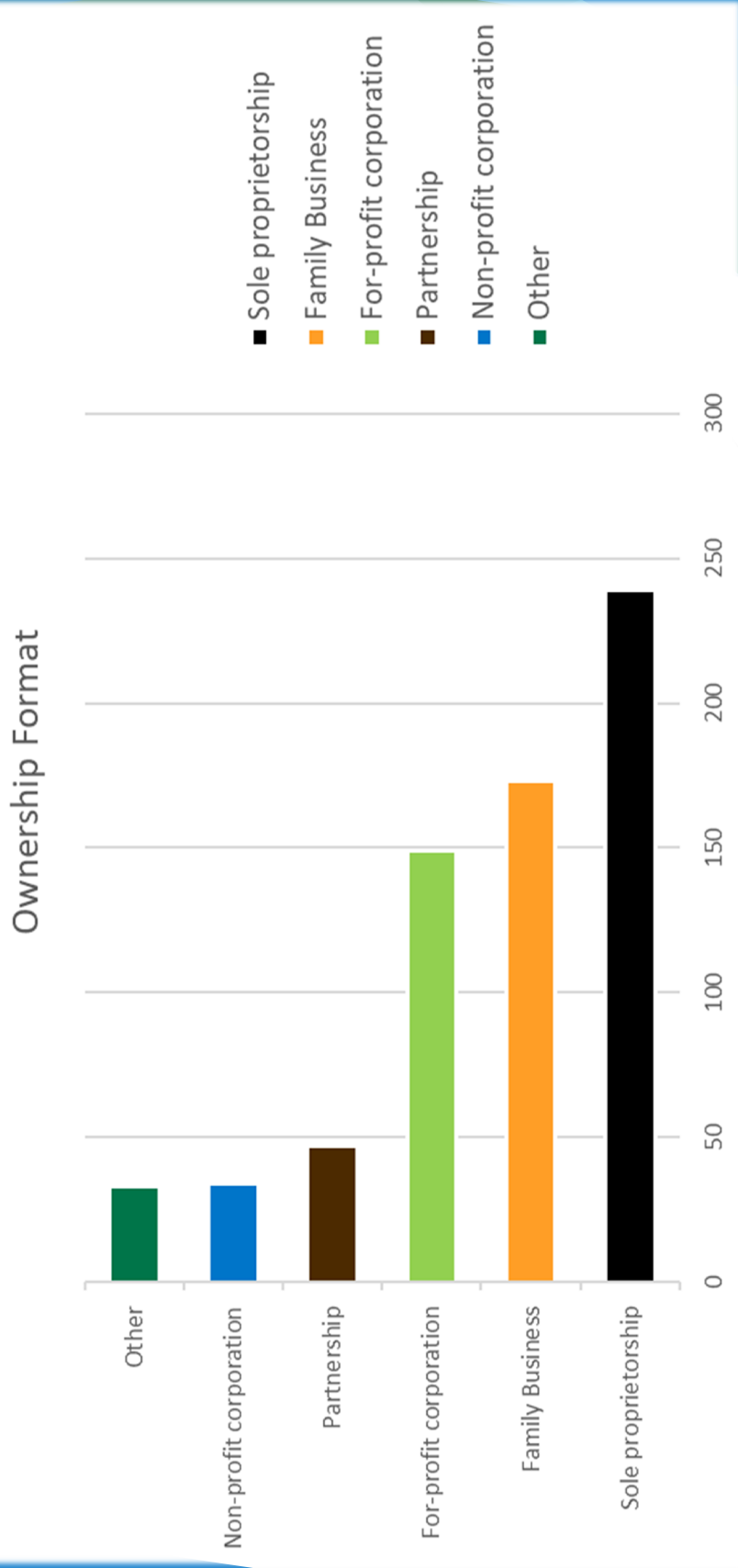
# Business Retention & Expansion

Location of Business Ownership





# Business Retention & Expansion

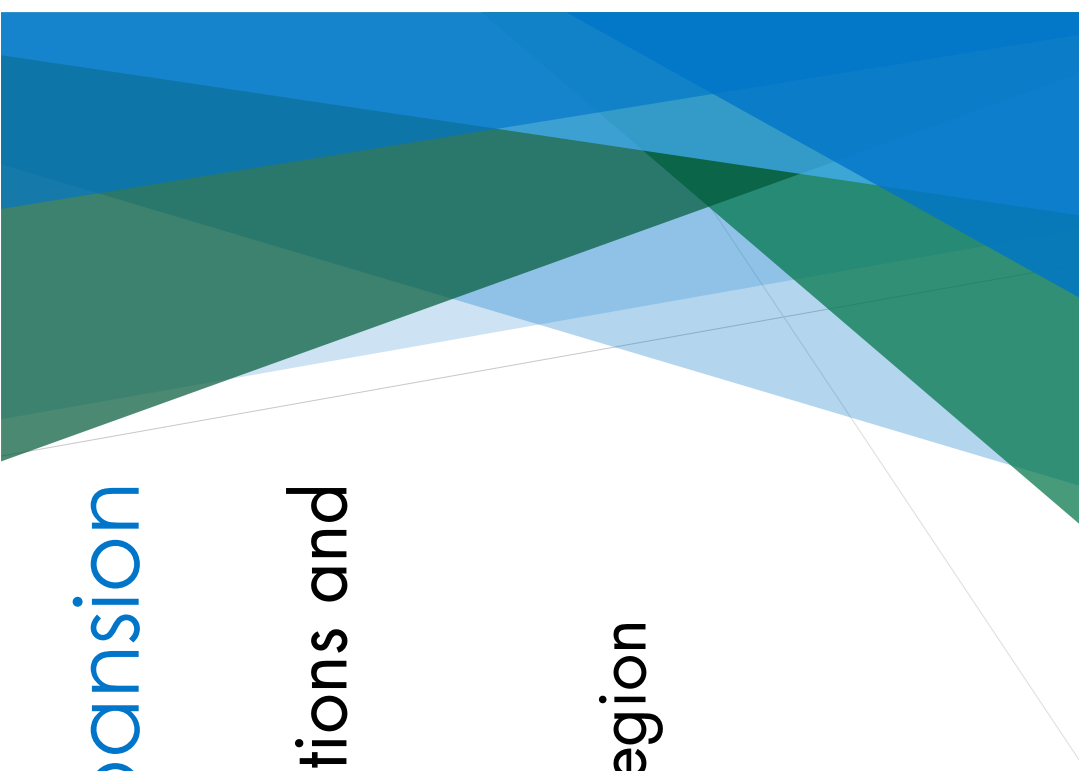




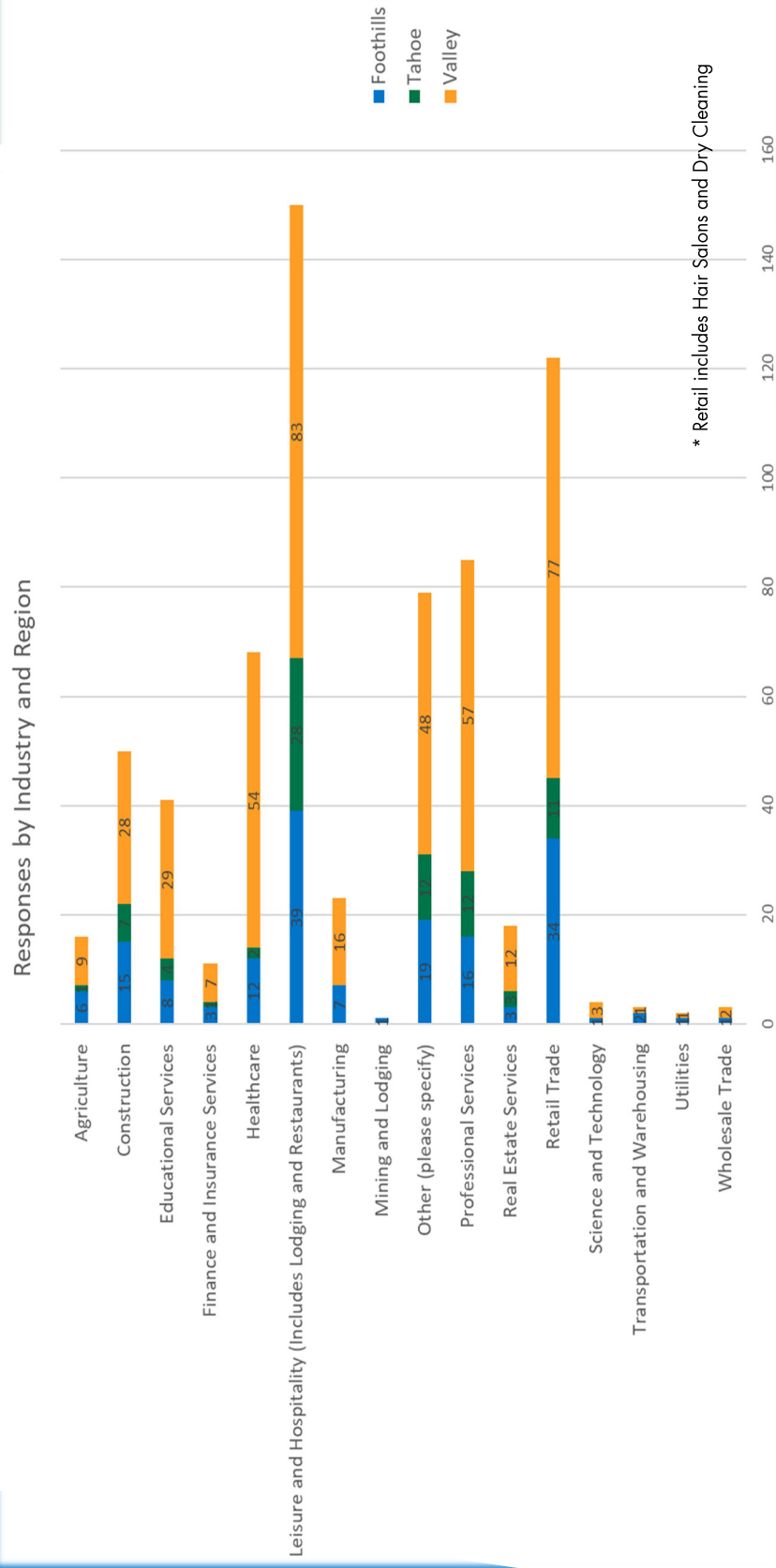
# Business Retention & Expansion

## Deeper look into Survey Questions and Responses

### Response by Industry and Region

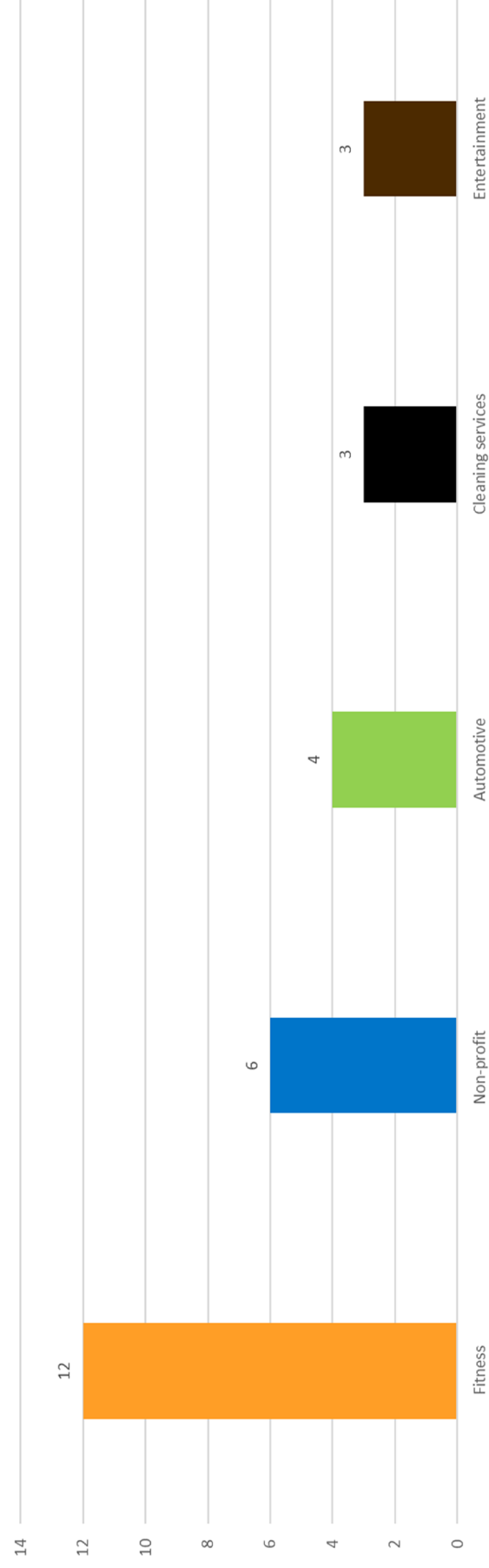


# Business Retention & Expansion



# Business Retention & Expansion

Other Industry Category

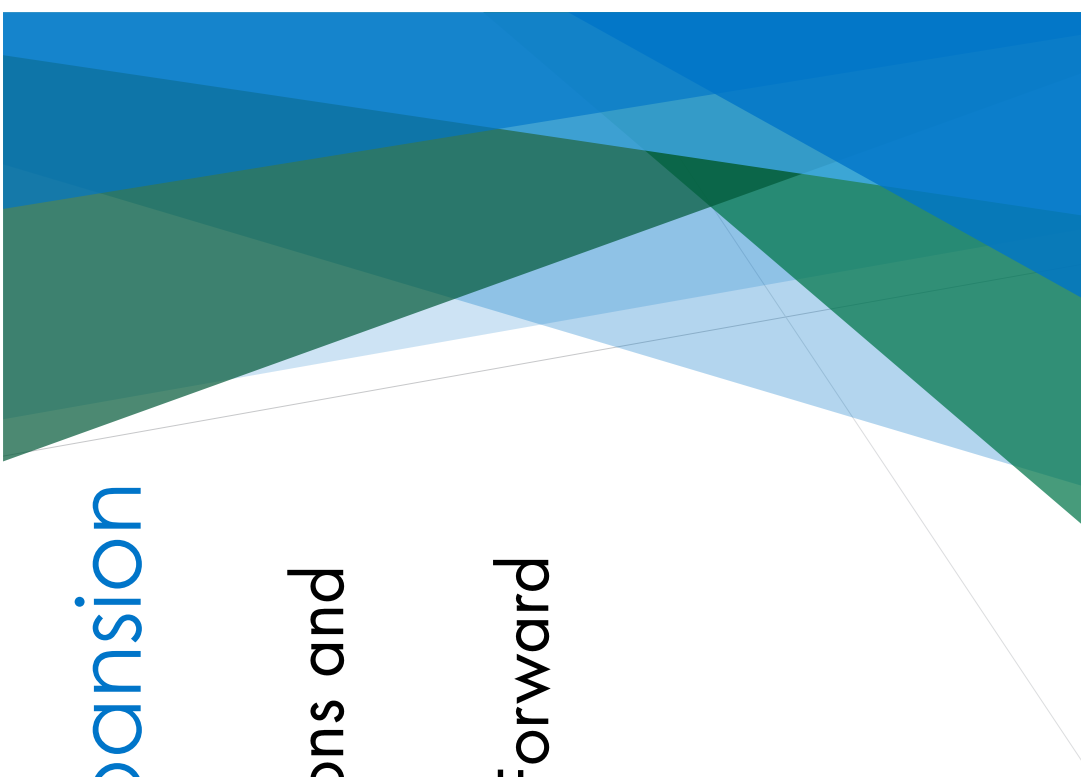




# Business Retention & Expansion

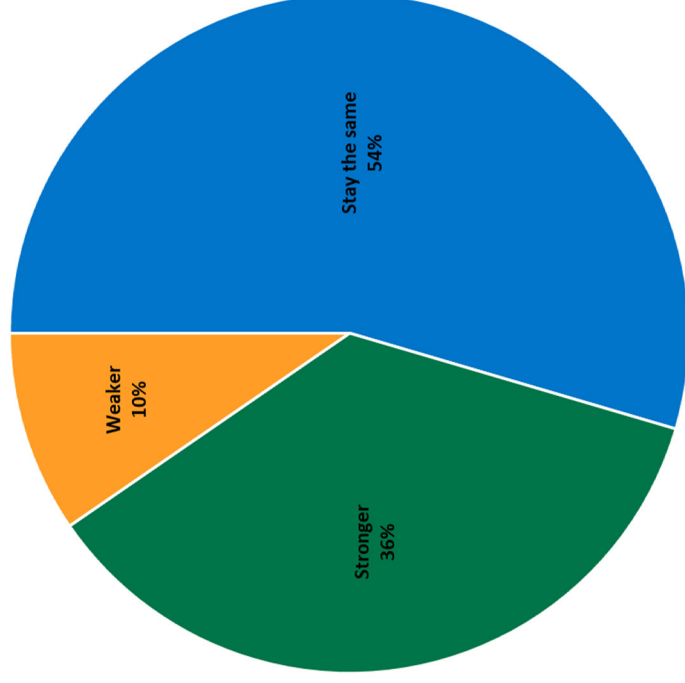
Deeper look into Survey Questions and  
Responses

Business Expectations Going Forward



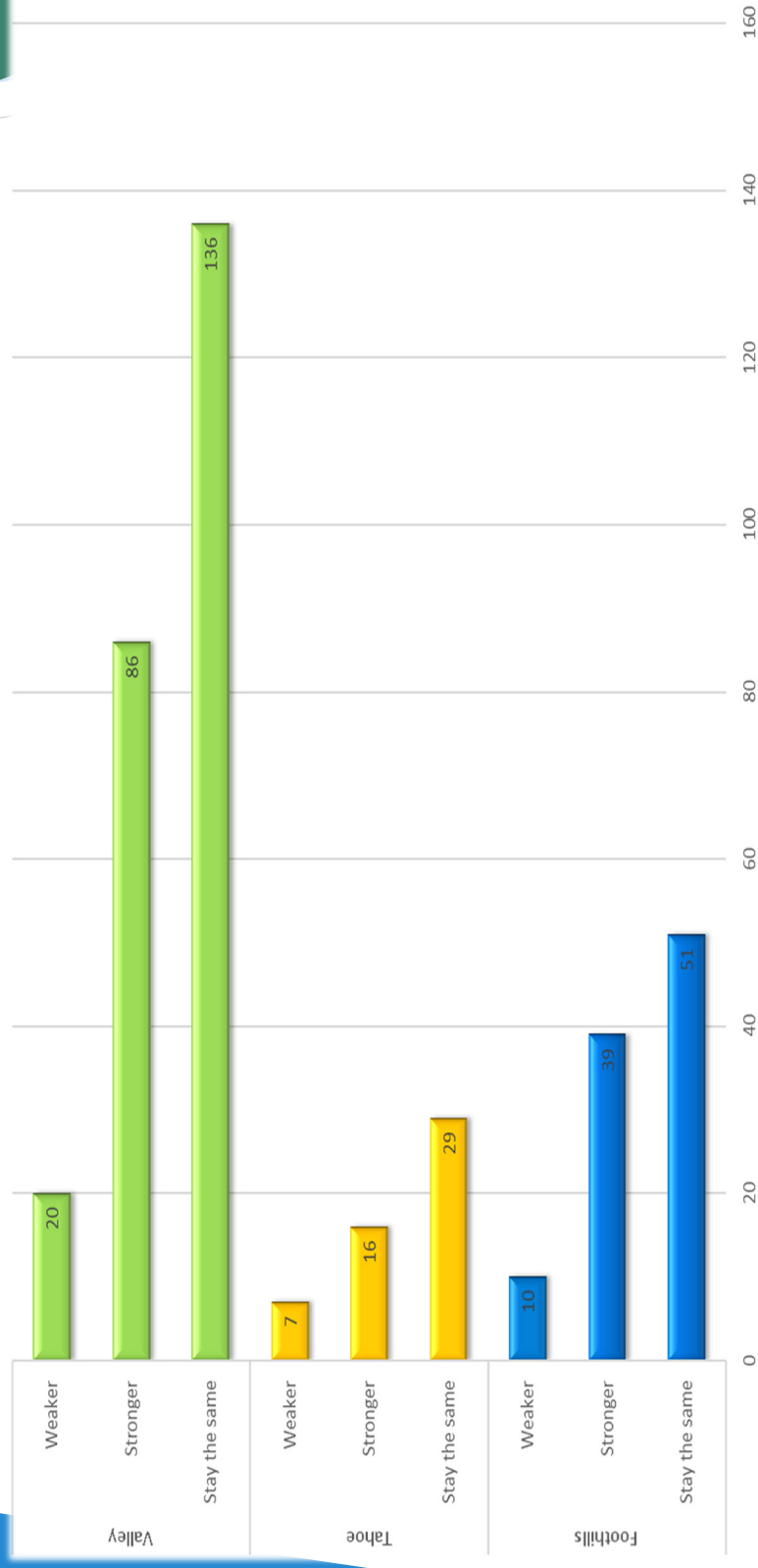
# Business Retention & Expansion

Expectation for the Future of our Community's Business Climate



# Business Retention & Expansion

Expectations by Region



# Business Retention & Expansion

Past 12 Months Experience with Sales, Profit Margins, and Employment

Out of 618 responses      Out of 628 responses      Out of 619 responses



■ Increase ■ No Change ■ Decrease

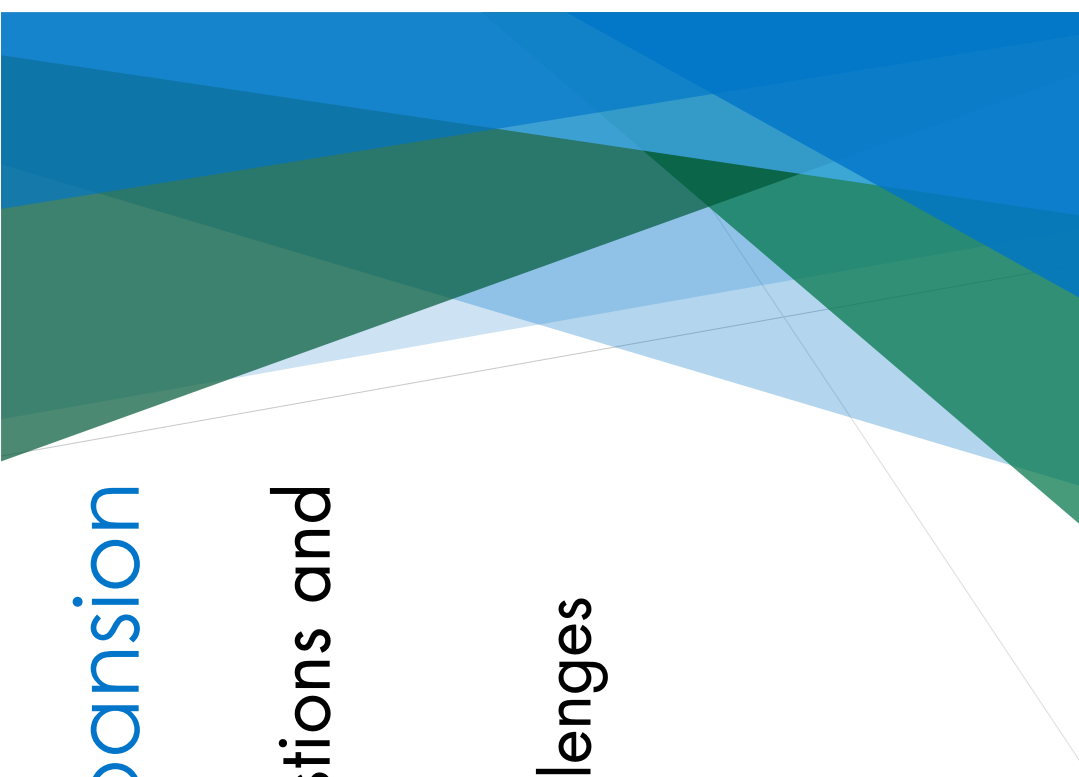




# Business Retention & Expansion

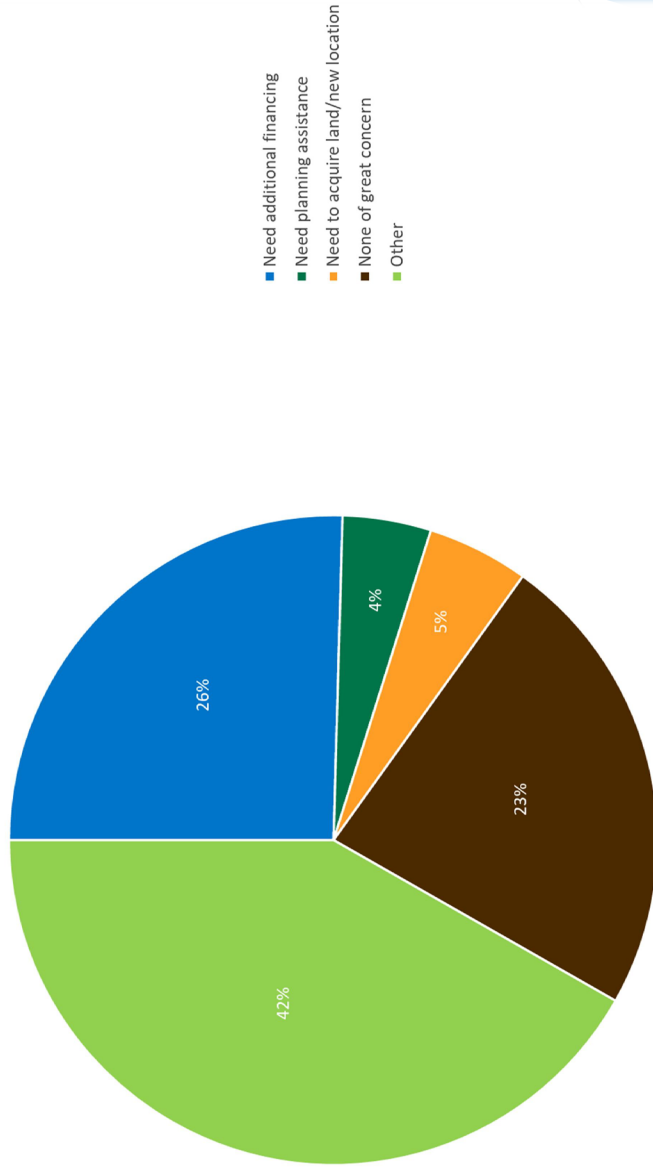
## Deeper look into Survey Questions and Responses

### Business Concerns and Challenges



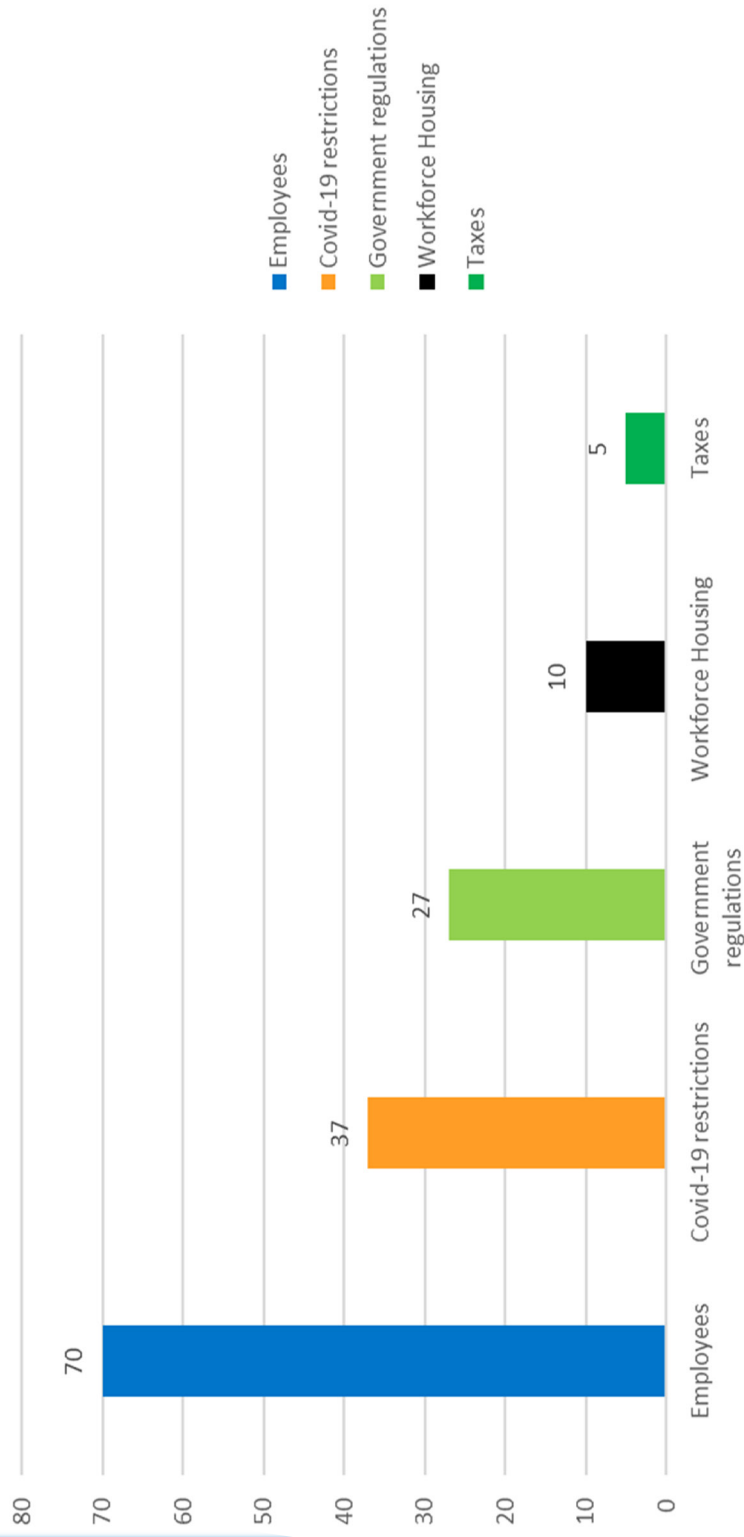
# Business Retention & Expansion

Largest Business Constraints in Next 12 Months



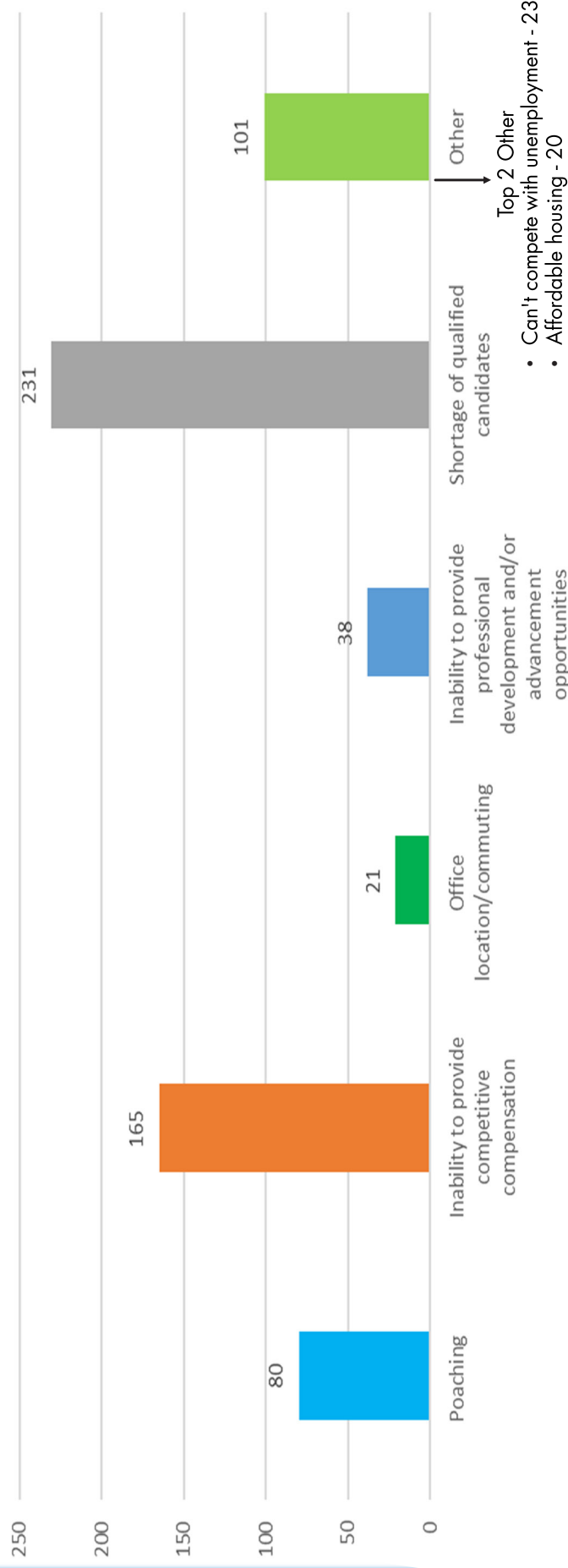
# Business Retention & Expansion

Other Business Constraints



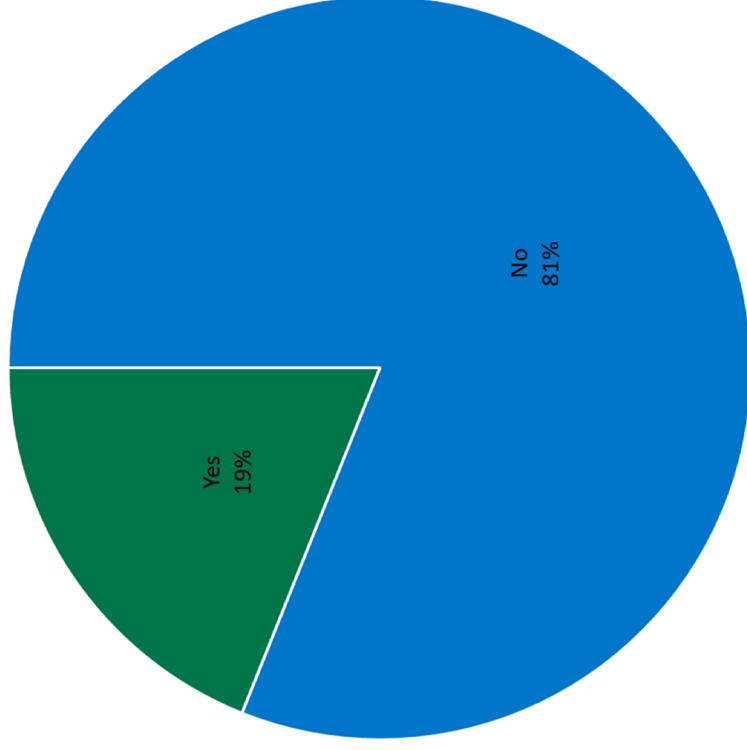
# Business Retention & Expansion

Factors Affecting Employee Retention



# Business Retention & Expansion

Could Supplies / Services Purchased Outside of Region be Profitably Supplied Locally?



We may want to circle back to respondents to learn more about why.

# Business Retention & Expansion

Number of Employees

